


NOVEMBER 24, 2014

# TIME

## THE POWER OF TAYLOR SWIFT

BY JACK DICKEY



A man wearing a grey t-shirt and a flat cap is working in a workshop. He is bending a glowing orange neon tube on a workbench. The workshop is filled with various tools and equipment, and the lighting is warm and focused on the man and his work.

Ok Google,  
when was  
neon discovered?

Ok Google,  
when was the neon  
sign invented?

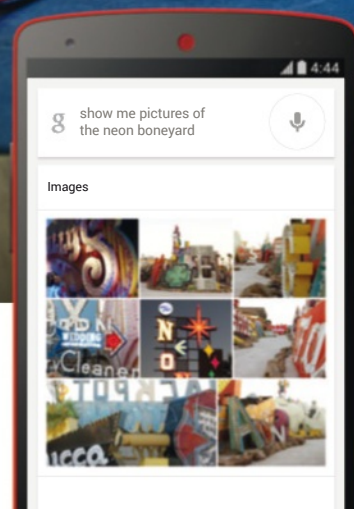
Ok Google,  
at what temperature  
does neon melt?

Ok Google,  
how long does  
a neon light last?

Ok Google,  
show me pictures of  
the neon boneyard.

Google Play is a trademark of Google Inc. App Store is a service mark of Apple Inc. Images courtesy of The Neon Museum, Las Vegas, NV.

Ask the Google app.  
Available at the Google Play™ Store and the App Store™



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Photograph by Martin Schoeller for TIME



*Downtown Detroit, from atop the GM Renaissance Center. The area's resurgence has fueled hopes for the city's turnaround. Photograph by Andrew Moore*

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*New Girl* star Zoëy Deschanel





A photograph of a wall with a large, messy bundle of cables hanging from it. The cables are of various colors (white, blue, black) and are tangled together, some hanging vertically and others fanning out at the bottom. The background is a plain, light-colored wall with some electrical outlets and boxes visible. The text is overlaid on the image.

**COMPLEXITY**  
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**AND 50% DUCT TAPE.**



A young girl with long brown hair is looking down at a tablet computer. The scene is dimly lit, with a warm, yellowish light source in the background, possibly a lamp, creating a soft glow. The girl's face is partially illuminated by the light from the tablet.

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# Conversation

## What You Said About ...



**GOP WAVE** David Von Drehle's Nov. 17 cover story on the Republican Party's dominant showing in the Nov. 4 elections touched a nerve in some readers. "When all the deluded poor/middle class lose everything, the Democrats will again boast of 80% approval ratings," wrote Jorge Paez of Austin. Byron Smith of Plainfield, N.J., called the win "impressive" but warned that **"real change would require a step away from the politics of retribution by not spending the next two years trying to undo the last six."** Opinions varied on our cover, which put Republican Senate leader Mitch McConnell on the iconic Obama campaign poster from 2008. "For McConnell, this is a pretty great way to start the day," wrote Mediabistro's Fishbowl NY. But Virginia Burke of Annapolis, Md., found the Kentuckian's winning approach "cynical in the extreme" and suggested an alternate tagline: **"OPPOSITION** should be McConnell's poster title, not **CHANGE."**

**VETERANS** Readers had emotional reactions to our profiles of Iraq and Afghanistan veterans at home and to James Nachtwey's photographs of their recovery at Walter Reed National Military Medical Center. **"Where are the mass demonstrations?"** wrote Peter Paul of Surry, Va. "Where is the outrage regarding the seemingly casual attitude these days in sending our kids off to fight ill-conceived battles?" Warren Dugan of Glendale, Wis., was struck by the courage of former Army Staff Sergeant James Fitzgerald: "Not only did he take ownership of a fellow soldier's death, he came out to his fellow soldiers and now the world."

**HILLARY'S MOMENT** Joe Klein's analysis of what it would take for Clinton to win in 2016 prompted TIME.com reader AlphaJuliette to worry about the backlash: "Despite the fact that she is eminently qualified, she would be a huge target for a vicious, no-holds-barred, anti-Hillary campaign by the Republicans." Others, like timlhowe, disagreed: **"Even in this horrible climate, she wins in a walk."**



**LIGHTBOX** Among the stark closeups in Martin Schoeller's new book, *Portraits*, are these images of chef April Bloomfield and skateboarding legend Tony Hawk jumping off his kitchen counter. To get the resistant athlete in action, Schoeller, who shot this week's cover story on Taylor Swift, enlisted Hawk's wife. "She basically talked him into it," he says. To see Schoeller's portraits of subjects like Johnny Cash and George Clooney, go to [lightbox.time.com](http://lightbox.time.com).



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BLOOMFIELD, HAWK: MARTIN SCHOELLER; CLINTON: REUTERS





Options shown. \*2015 RX vs. 2014 competitors based on Luxury Midsize SUVs. Based on Manufacturers' websites. ©2014 Lexus.

## IT'S LIKE FINDING OUT THAT CRÈME BRÛLÉE IS GOOD FOR YOU.

**LEXUS RX 350.** With most things, where there's an upside, there's a downside. The Lexus RX is the exception to the rule. It boasts stylish lines, a richly appointed interior and responsive performance. But that's not to say that it was only designed to indulge. It also helps to protect with 46 standard safety features including a class-leading 10 standard airbags.\* Finally, your heart and your head can be in complete agreement.

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ARPQGMMF



# Briefing

‘Personally, I’d stay as far the hell away from black holes as I can.’

NEIL DEGRASSE TYSON, astrophysicist, questioning the choices made by some characters in Christopher Nolan’s space epic *Interstellar*



17,230

Number of children under the age of 6 who were poisoned by the contents of laundry-detergent pods between March 2012 and April 2013

10

Number of new crust flavors Pizza Hut is launching—including honey sriracha and curry—as it looks to reverse a steep sales decline

‘The people of Catalonia have made it very clear that we want to govern ourselves.’

ARTUR MAS, head of the Catalan regional government, after more than 80% of voters in a nonbinding referendum there backed independence from Spain

## The Affair

The critically acclaimed Showtime drama was picked up for a second season



GOOD WEEK

BAD WEEK



## Selfie

The ABC comedy starring John Cho was canned after six episodes

11

Number of truckloads of tangerines an 81-year-old Florida man picked illegally and sold at a nearby market



‘I’M PRETTY CERTAIN I’M ABOUT TO WRITE MY LAST THREE EPISODES OF TELEVISION.’

AARON SORKIN, screenwriter, on his plans for the future as the final season of his HBO show *The Newsroom* premiered



“‘Net neutrality’ is Obamacare for the Internet.”


TED CRUZ, Republican Senator from Texas, responding to President Obama’s call for regulators to ensure that Internet providers treat all content equally in terms of speed



‘What we’re seeing is that when the United States steps back and speaks softly, nobody listens.’

CONDOLLEEZZA RICE, former U.S. Secretary of State, criticizing the Obama Administration’s response to the Islamic State of Iraq and Greater Syria





Briefing

# LightBox

## Through the Looking Glasses

Spectators watch 3-D visuals at a concert by German electronica pioneers Kraftwerk at the Louis Vuitton Foundation in Paris on Nov. 6. The influential 1970s band was recently nominated to the Rock and Roll Hall of Fame.

Photograph by Dominique Faget—  
AFP/Getty Images

FOR PICTURES OF THE WEEK,  
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# World

## Obama Focuses on Iraq as Fight Against ISIS Intensifies

The U.S. signaled a new phase in the fight against the Islamic State of Iraq and Greater Syria (ISIS) on Nov. 7, as President Obama announced he was doubling to 3,000 the number of U.S. advisers in Iraq.

The most conspicuous fighting remains in Syria, where Kurdish forces are holding their ground in Kobani, the border town to which ISIS has laid siege for two months. But Iraq is where the extremist Sunni militia made its name, rolling up victories and territory in a lightning offensive last June. And Iraq is where the Obama Administration wants to roll it back. Until now, U.S. advisers have operated

from Erbil, in Iraq's Kurdish northeast, and Baghdad, the capital that seemed close to "collapsing" in June, a senior Administration official acknowledges.

Now, however, Central Command aims to train Iraqi troops on the front lines—including in the western province of Anbar, and in Diyala, to the northeast of Baghdad.

The goal is to link U.S. airpower with the roughly half of Iraqi army units that the U.S. military considers "actually quite good," the official says, "or at least we could work with." No offensive is expected before spring, and air strikes average just five a day. But the White House is encouraged nonetheless. "Every time an Iraqi force has worked in concert and coordination with us, with our air cover, they've not only defeated [ISIS]

but they've routed [ISIS]," says the official. Iraqi soldiers continued their run of military successes on Nov. 11, recapturing most of the town of Baiji, home to the country's largest oil refinery.

Luck plays a role too. Iraqi officials claimed a U.S. air strike on a convoy near Mosul on Nov. 7 wounded ISIS leader Abu Bakr al-Baghdadi, who in June named himself leader of the world's Muslims. But U.S. officials would not confirm the hit, and it's not clear how the group would be affected if the self-styled caliph were injured or dead. Battlefield reversals have so far done little to dim the group's drawing power, with foreign fighters continuing to arrive by the day and Egypt's most dangerous jihadist group, Ansar Beit al-Maqdis, pledging fealty to ISIS on Nov. 10.

The situation across the border in Syria is even more muddled. U.S.-trained rebels with the Free Syrian Army were routed in early November by rival militant groups linked to al-Qaeda. Some "moderate" fighters defected to the Islamist militants they supposedly were trained to oppose. It's one more reason the U.S. is concentrating on Iraq, says a Western diplomat there: "At least there's a path there. Whereas in Syria, where do you start?"

*Coalition air strikes have helped push ISIS back in the Syrian town of Kobani*



### POLL

#### THIRD-WORLD PROBLEMS

The Pew Research Center asked people in 34 emerging and developing economies to identify the largest problems facing their country. Here are the top responses:



**83%**  
Crime



**76%**  
Corruption



**59%**  
Health care



**56%**  
Poor schools



**54%**  
Water pollution

### GERMANY

## 'The world is on the brink of a new Cold War.'

**MIKHAIL GORBACHEV**, former leader of the Soviet Union, speaking on Nov. 8 at a ceremony commemorating the fall of the Berlin Wall in Germany. Gorbachev, 83, said the West had given in to "triumphalism" after the end of the Cold War and suggested that sanctions placed on Russian officials by the U.S. and E.U. in the wake of Crimea's annexation should be lifted.







## Border Patrol

**UKRAINE** A Ukrainian volunteer fighter stands guard on Nov. 11 in the village of Peski, eastern Ukraine. NATO officials accused Russia on Nov. 12 of sending troops and tanks across the Ukrainian border, fueling fears of escalating hostilities in the disputed region. Russia's Defense Ministry denied that its troops were in Ukraine and has long rejected claims that it gives military aid to pro-Russian separatists in the country's east. *Photograph by Maxim Vetrov—AP*

### EXPLAINER

## The Surprise U.S.-China Climate Deal

U.S. President Barack Obama and Chinese President Xi Jinping unexpectedly unveiled an agreement on Nov. 12 for both their countries to substantially cut carbon emissions. The ambitious deal was the result of nine months of negotiations.



### Historic deal

Under the plan, announced during Obama's visit to Beijing, the U.S. will emit at least 26% less carbon dioxide in 2025 than it did in 2005. China agreed to boost its use of renewable energy and said for the first time that it would begin reducing total emissions, starting in 2030.



### Uphill battle

Obama's proposals will likely face strong opposition from the Republican-led Congress; China would need to add up to 1,000 gigawatts of nuclear and renewable energy to meet its goal, nearly equal to the total U.S. electricity-generation capacity today.



### Symbolic precedent

By showing that the world's largest economies are committed to reducing emissions, the U.S.-China deal could galvanize support for a global pact to tackle climate change at a U.N. conference in Paris in 2015.

### BRAZIL

# 11,197

Number of people killed by Brazilian police from 2009 to 2013, according to a São Paulo-based NGO; by comparison, 11,090 people were killed by U.S. law-enforcement officers over the past 30 years



### POLICING

Police in Prince Albert, Saskatchewan, began handing out "positive tickets" to young people doing good deeds on Nov. 6. Children caught picking up trash or using a crosswalk are liable to be served with a coupon for a free hamburger.

## Trending In



### SPORTS

Morocco's national soccer team was booted from the 2015 Africa Cup of Nations on Nov. 11 after the country backed out of hosting the tournament over concerns about the Ebola virus. Organizers said a new host would be named within days.



### MEDIA

Russia launched a new state media organization on Nov. 10, dispatching hundreds of journalists across five continents amid a growing information war with the West. The same day, CNN announced it was suspending broadcasts in Russia because of restrictive new ownership rules.

# Nation

## Talent Gap at the Top Can Republicans find a woman to run for President?

BY JAY NEWTON-SMALL AND ZEKE J. MILLER



I, **Carly Fiorina** tests the waters

THE NOVEMBER ELECTIONS brought a GOP wave, but this was not exactly the Year of the Republican Woman. Voters added only two GOP women to the Senate and two to the House. (A third addition hinges on a recount.) And even with those four, the GOP in Congress remains something of a frat house: just 7% of House Republicans are women,

compared with 33% of House Democrats.

It's a gender imbalance that has some Republicans worried about how they would counter Hillary Clinton's potentially historic run for President in 2016. The most talked-about female candidates on the right, including New Hampshire Senator Kelly Ayotte and New Mexico Governor

Susana Martinez, have been discussed only as vice-presidential prospects. Other than Condoleezza Rice, it is difficult to name a single Republican woman on anyone's short list. (And Rice's close ties with a certain GOP dynasty make it unlikely that she would jump in if Jeb Bush runs.) It's a sign of how shallow the female talent pool is that Iowa's Joni Ernst, who was only just elected to the Senate on Nov. 4, is talked about as a possible No. 2.

But where some see challenges, at least one GOP woman sees opportunity. Carly Fiorina, 60, the former Hewlett-Packard CEO and onetime Senate candidate in California, is actively recruiting staff, multiple GOP sources tell TIME. And she has agreed to appear at two candidate forums, one in Iowa in January and a second in New Hampshire in April, according to a close friend.

On the campaign trail in 2014, Fiorina never failed to mention how she rose from secretary to executive at AT&T and Lucent before heading Hewlett-Packard from 1999 to 2005. Since losing the 2010 Senate race by 10 points to Barbara Boxer, Fiorina has led the American Conservative Union Foundation and started a super PAC focused on closing the candidate gender gap.

Republicans have never been very good at identity politics, a longtime California strategist notes, though 2016 could change that. But even if her run never gains traction, Fiorina could play a role in 2016. As the strategist put it, "The most effective way to criticize a woman is to have another woman do it."

## The Rundown

**HEALTH** States with the highest rates of vaccination for HPV also have the lowest rates of cervical cancer and deaths from the disease, according to a study presented on Nov. 11 by researchers from the University of North Carolina. Northeastern states like **Massachusetts, Rhode Island** and **Vermont** had some of the highest vaccination rates and lowest incidences of cancer, while the opposite was true of many Southern states, including **Florida, Mississippi** and **Arkansas**.

**MARIJUANA** Starting Nov. 19, people caught in **New York City** with 25 grams or less of pot will no longer be arrested or charged with a crime. Instead, police will issue a court summons that carries a \$100 fine for the first offense. But NYPD commissioner **Bill Bratton** cautioned that the city isn't turning into Colorado. "It's still against the law," he said. "So I'm not giving get-out-of-jail-free cards."

## CRIME 4.4%

Percentage decline in violent crime in the U.S. in 2013, according to the FBI. Last year, 1.16 million violent crimes were committed, the lowest number since 1978.

**RACE** The U.S. Army officially scrapped a policy allowing service members to be referred to as "Negro." Officials blamed an outdated section of Army code that stated, "Terms such as 'Haitian' or 'Negro' can be used in addition to 'Black' or 'African American.'"



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## Whose Internet Is It?

A guide to the Net-neutrality word wars

BY HALEY SWEETLAND EDWARDS

EVERYONE IN WASHINGTON seems to be promising American web users an “open Internet” lately. On Nov. 10, after President Barack Obama called for the strictest tools available to prohibit Internet service providers (ISPs) from creating “fast lanes” and “slow lanes” for different content, Federal Communications Commission chairman Tom Wheeler didn’t miss a beat. “Like the President, I believe that the Internet must remain an open platform,” he wrote in a statement.

The next day, Comcast, the nation’s biggest broadband provider, seemed to concur. “Surprise!” wrote Comcast executive David Cohen in a press release. “We agree with the President’s principles on Net neutrality.” Even Republican lawmakers, who were quick to slam Obama’s statement, praised the idea of an even playing field.

But the same words don’t always mean the same thing, especially when \$500-an-hour lawyers are battling over the future of a multibillion-dollar industry. The fact is that Obama, Republicans, the FCC, Silicon Valley and cable providers are all preparing for a major showdown over the rules that dictate how the Internet is delivered to your home. The stakes are



**Cable crusaders** Open-Internet advocates protest the FCC’s proposed rules

high, and the rhetoric can be confusing. So let’s try to sort through the mess.

### WHAT IS NET NEUTRALITY?

IT IS THE PRINCIPLE THAT ISPs should treat all web traffic the same and not block or slow certain data streams for any reason. Many argue that enforcing Net neutrality is even more important now that big ISPs also own content companies. For example, Comcast shouldn’t be allowed to slow down the Fox News site just because it owns MSNBC. For many tech companies and activists, Net neutrality also means that ISPs should not collect fees from web companies in exchange for delivering their content faster to Internet customers. The worry is that such “paid prioritization” agreements squeeze out small businesses and tech startups that can’t afford the fast lane.

### WHY IS IT UP FOR DEBATE NOW?

IN MAY, THE FCC PROPOSED new rules that prohibited ISPs from blocking or slowing legal Internet traffic, but it did not ban paid prioritization,

and it also preserved the fees ISPs collect from big content producers, like Netflix, that pay to connect directly to the back end of their networks and reach consumers more quickly. The public outcry was strong. Nearly 4 million Americans wrote to the FCC to complain about the proposed rules.

Comcast maintains that the back-end connections have nothing to do with Net neutrality. And the FCC’s Wheeler argues that the ability to add paid prioritization in the last mile of broadband wires should not be considered a fast lane, since consumers would still get the rest of Internet traffic at a normal speed. Most of Silicon Valley disagrees. And a deep-pocketed coalition of tech companies, including giants like Google and Facebook, want rules barring ISPs from collecting payment from web companies at all.

### WHAT DOES OBAMA WANT TO DO ABOUT NET NEUTRALITY?

OBAMA CAMPAIGNED IN 2008 on a promise to enforce Net neutrality but mostly avoided the controversy until

recently. By slamming the FCC’s proposed rules and calling for the independent agency—over which he has limited control—to write new ones that ban “paid prioritization and any other restriction that has a similar effect,” the President transformed a wonky telecom fight into a public showdown. In addition to preventing fast lanes, Obama wants to reclassify consumer broadband Internet under Title II of the Communications Act, which would give the FCC legal authority to regulate broadband. Comcast and all the other big ISPs strongly oppose this switch, because they worry it could lead to heavy-handed regulation. But many open-Internet lawyers believe that reclassification is the only way to give the FCC legal authority that can withstand the expected court challenges.

### WHAT HAPPENS NEXT?

THE FCC COULD VOTE EARLY next year to finalize its proposed open-Internet rules, which do not ban paid prioritization or deal with back-end fees paid by companies. Or the agency could propose new rules and reclassify broadband under Title II, stretching the process into 2016 or beyond. Republican lawmakers argue that any Net-neutrality rules would gum up the free market online, while open-Internet groups point out that the market is already dominated by a handful of cable and phone companies. According to Wheeler, 80% of Americans with access to high-speed broadband have only one choice of ISP. With powerful interests on both sides of the debate, the battle won’t be over anytime soon. ■



# Vitals



## Loretta Lynch

### Obama's Attorney General-in-waiting

*The top U.S. prosecutor for the Eastern District of New York, in Brooklyn, Lynch was one of the few names on President Obama's short list without close ties to the White House. If confirmed, she would be the first female African-American Attorney General.*

► **CLAIMS TO FAME** After years as a mid-level prosecutor, Lynch gained national attention for her part in the successful prosecution of two New York City cops who beat and sodomized Abner Louima in 1997. **Bill Clinton named Lynch to lead the Brooklyn U.S. prosecutor's office** in 1999. After a stint in the private sector, the Harvard Law School graduate was unanimously confirmed for the job again

after Obama nominated her in 2010.

#### ► CURRENT CHALLENGES

In upcoming confirmation hearings, the GOP will question Lynch on **trying terrorists in U.S. courts**, cutting plea deals with big banks and Obama's plan to halt deportation of some illegal immigrants.

#### ► BIGGEST CHAMPION

AG **Eric Holder** calls Lynch "a dedicated public servant and a leader of considerable experience and consummate skill."

#### ► BIGGEST CRITIC

GOP Senator **Ted Cruz** says Lynch, on immigration, must declare "whether or not she believes the President's executive amnesty plans are constitutional and legal."

#### ► CAN SHE DO IT?

Lynch's confirmation is unlikely to be derailed. Her real challenges will come as AG,

when **she must balance the demands of civil libertarians with ongoing national-security programs, cement Obama's civil rights record and field calls for investigations** from a Republican-controlled Congress. She will be judged, says GOP Senator Chuck Grassley, on whether she is "a politically independent voice for the American people." —MASSIMO CALABRESI

#### VITAL STATS

**55**

Lynch's age

**1999**

Year Lynch became U.S. Attorney

**160**

Number of lawyers Lynch oversees

**\$7B**

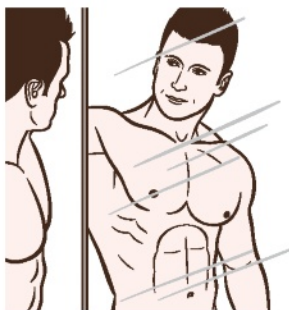
Fine paid by Citibank in deal cut by Lynch

# Health

## Mindfulness for Men Yoga has some new fans—and science says that's a very good thing

BY MANDY OAKLANDER

IF THE SOUND OF OM IN YOUR YOGA CLASS SEEMS TO HAVE DROPPED AN OCTAVE, IT'S NOT YOUR imagination. From Hollywood brass and NFL linebackers to regular joes looking to get fit, men are turning to the ancient practice to build muscle, improve balance and flexibility and get the benefit yoga is probably best known for: stress relief. "We have definitely seen an increase in men in our classes over the past year," says Jen Zweibel, a manager at the Equinox-owned chain Pure Yoga, where a third of the students in some classes are male. A 2012 poll estimates that men make up 18% of the 20 million Americans who practice yoga, and a handful of recent studies on male yogis suggest that all those downward dogs are worth it.



### MORE SATISFACTION

Men who practiced yoga had a better body image than those who worked out in a gym, a recent study found. Yoga also improved their sex lives, with men reporting more desire, control and stamina in a *Journal of Sexual Medicine* study.



### IMPROVED BALANCE

Preventing falls and injury requires good balance. And five months of regular yoga gave men substantially better posture and balance, a 2014 study in the *International Journal of Yoga* found.



### REDUCED STRESS

Yoga's reputation for being relaxing is well established, and a host of recent research on active-duty soldiers backs it up. Researchers found that regular yoga reduced stress, anxiety and depression while improving memory.



### A HEALTHIER HEART

Daily yoga was linked to lower blood pressure and cholesterol in older men, according to a study in the journal *Age*. Hypertension and high cholesterol are both major risk factors for heart disease, the U.S.'s No. 1 killer.



### LESS ANXIETY

When Vietnam vets practiced yoga, their symptoms of PTSD lessened, according to a study in the *Journal of Traumatic Stress Disorders and Treatment*. A paper on police cadets found that just six yoga classes reduced tension and anger.



### INSOMNIA RELIEF

A study in the *Journal of Clinical and Diagnostic Research* found that after eight weeks of yoga, 40 males with insomnia, which can increase stress, were significantly less stressed and more self-confident. Other research suggests that regular yoga might improve sleep quality and duration.





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# Science

## Frozen Solid Blame an unusual phenomenon called an “omega block” for a wave of icy weather

BY BRYAN WALSH

WITH SIX WEEKS LEFT, 2014 IS ON track to be the warmest year on record globally, continuing a long string of hotter-than-normal years attributed chiefly to climate change. But don't tell that to people in Casper, Wyo., where the temperature dipped to  $-25^{\circ}\text{F}$  on Nov. 12—shattering the city's all-time record low for the month. Or in Colorado Springs, where temperatures dropped almost  $50^{\circ}$  in five hours on Nov. 10. Winter may

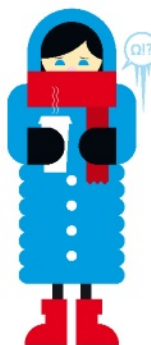
not officially begin until Dec. 21, but cold weather is already here for much of the U.S.

And it won't be going away anytime soon, thanks to a weather anomaly that sounds like the title of a sci-fi film. The “omega block” is a large-scale pattern of stationary atmospheric pressure that is sitting over North America. So called because it resembles the Greek letter  $\Omega$  in shape, the omega block warps the jet stream, bending it

above Alaska and then down south toward the Midwest and the East Coast. That's led to warm temperatures in Alaska and along the West Coast—and unseasonably cold days in much of the rest of the country, as arctic air sweeps in.

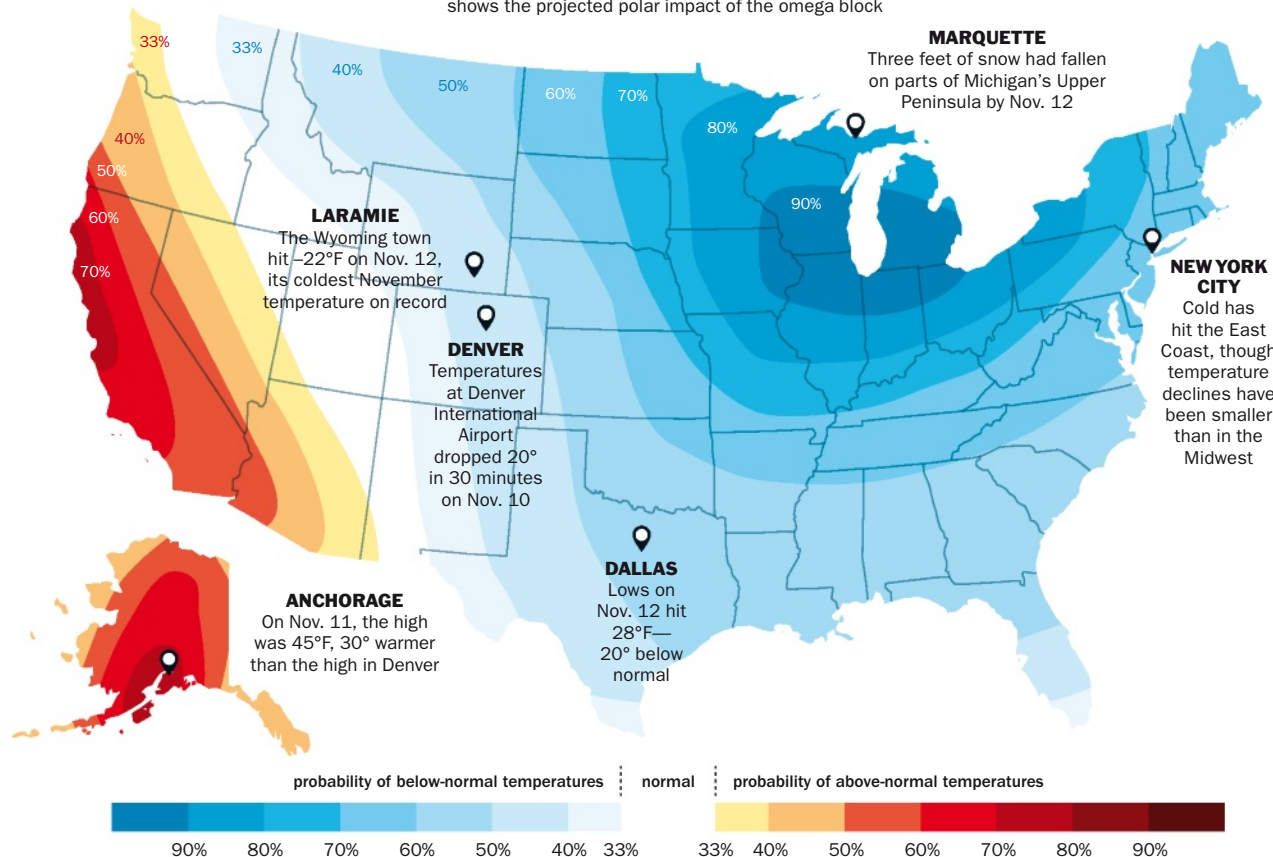
Omega blocks are stable, so they can remain in place for days or longer before breaking up. That means the unusually cold weather—with temperatures  $20^{\circ}$  or more below normal—could stick around until close to Thanksgiving. And the upcoming winter, when it arrives for good, could resemble last year's arctic freeze: AccuWeather is predicting recurrent bouts of cold and snow for the Midwest and the Northeast.

**BUNDLE UP**  
Winter weather in much of the country could resemble last year's polar-vortex-fed cold



### A Blast of Arctic Air

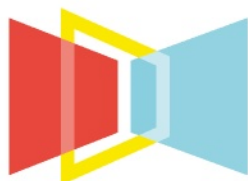
**CHILLED** A weather-forecast map from the National Oceanic and Atmospheric Administration for Nov. 17–21 shows the projected polar impact of the omega block



Source: National Oceanic and Atmospheric Administration

ILLUSTRATION BY MARTIN GEE FOR TIME





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# New Energy

## Not Just Hot Air The GOP Senate prepares a battle over energy

BY DENVER NICKS

JUST HOURS AFTER WINNING SENATE control, the incoming leader, Kentucky Republican Mitch McConnell, left no ambiguity about his top priority. “We haven’t had an energy bill in seven years,” he told a group of reporters in Louisville. “When you say *energy* these days, people think of the Keystone pipeline, but that’s only part of it.”

Consider that a starting gun on the coming season of energy debates, when everything is likely to be placed once again on the legislative table: pipeline development, oil and gas exports, carbon regulation, renewable energy and drilling on public lands, to name a few issues. Polls show strong support for increased domestic production, and environmentalists are playing defense after a near rout at the ballot box. Perhaps their only big winner on election night was Democratic Governor-elect Tom Wolf in Pennsylvania, who supports cap and trade. McConnell, not surprisingly, plans to seize the moment.

Near the top of his to-do list is bringing the Keystone XL pipeline to a vote. Climate activists have made a priority of killing the proposed pipeline from oil sands in Canada to the Gulf of Mexico, but it may soon become their Alamo. With the cooperation of a handful of centrist Democrats, the GOP could have a filibuster-proof majority on the question, forcing President Obama to approve or veto the project. Either way, he will be forced to show his hand on a question about which he’s been coy to date. “They can force the President to have to make some hard decisions,” says Philip Wallach, a fellow in governance studies at the Brookings Institution. Obama’s willingness to go to the mat on the issue is anything but certain. “I’ve always felt the President was keeping Keystone around as something he could trade for something else,” Wallach says.

One item the President may trade for is continued support for renewable-



**End of the line** A refinery in Port Arthur, Texas, is ready for the Keystone pipeline

energy subsidies like the solar-investment and wind-production tax credits, key components of his “all of the above” energy strategy. Those incentives—which help stimulate demand for pricey home solar panels, for instance—remain a lifeline for America’s nascent renewables industry. “Our energy sector is booming, and I’m happy to engage Republicans with additional ideas for how we can enhance that,” Obama said at a press conference after Election Day.

The return of Oklahoma Republican Jim Inhofe to chairmanship of the Senate Environment and Public Works Committee will also be a factor. A longtime bogeyman for environmentalists, he has made himself the face of opposition to taking action on climate change. Like McConnell, who campaigned as a champion of the Kentucky coal industry, Inhofe has in his sights recent Environmental Protection Agency rules that limit greenhouse-gas emissions. “Pretty much no Republican officeholder has supported the clean-power plan the way it’s been proposed,” Wallach says. “They’re going to gear up for a pretty bruising fight on that.”

Obama will try to hold his ground. Polls indicate broad support at a national level—though certainly not in places like Kentucky—for power-plant-emission limits. “If Senator McConnell moves to prevent the President’s climate agenda, he would be siding against the American people,” warns Jeff Gohringer, spokesperson for the League of Conservation Voters, a deep-pocketed environmental group and one of the biggest spenders this cycle.

There are likely to be areas of relatively easy compromise as well, on issues like speeding up permits for facilities to export liquefied natural gas (LNG). The issue cuts neatly across partisan lines: both Colorado’s Senator-elect, Representative Cory Gardner, and the man he defeated, Senator Mark Udall, for instance, proposed nearly identical LNG-export bills.

It’s a place to start. The Senate hasn’t flexed its bipartisan muscles for nearly a decade. Now comes the big test of whether the old skills of compromise can be remembered. As McConnell said on his victory lap, deploying more than a bit of hope, “I think we have an obligation to change the behavior of the Senate and to begin to function again.” ■





## LET'S LIGHT UP HIS FUTURE WITH BRIGHT IDEAS OFFSHORE.

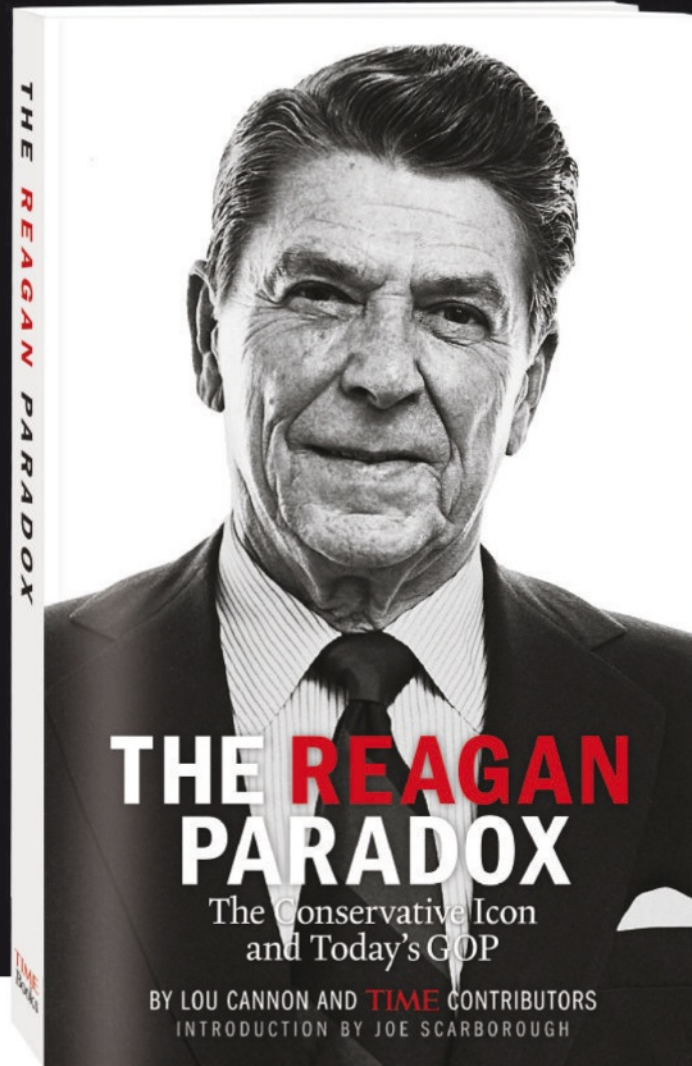
In the coming decades, the world's energy demand will increase greatly. The reserves deep below the Gulf of Mexico, estimated at 300 billion barrels, will go a long way toward meeting this demand. But to reach it will take a wealth of innovation. Shell has been operating in the Gulf for over 30 years and today is finding new ways to capture vital energy safely, and at previously unimaginable depths. The Olympus platform is a key part of the Mars B project, the first deep-water project of its kind, expanding an existing field with new infrastructure to maximize recovery with less of a footprint. Floating in 3,000 ft. of water, Olympus will help unlock 1 billion barrels of energy. And that will go far towards powering lives for decades to come. [www.youtube.com/shellletsgo](http://www.youtube.com/shellletsgo)



**LET'S GO.**

# PAST. PRESENT. FUTURE.

Bringing together some of today's smartest political writers to take a fresh look at the legacy of the 40th president ten years after his death, *The Reagan Paradox* explains why he is hero to some, villain to others, and icon to many.



*Includes contributions from Lou Cannon, Jon Meacham, Bob Spitz, Craig Shirley and TIME deputy managing editor Michael Duffy, with an introduction by Joe Scarborough*

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# Milestones



New York City Mayor Bill de Blasio hugs Spencer at Bellevue Hospital

## RECOVERED

### Craig Spencer

#### Doctor in NYC who contracted Ebola

Ebola alarmism in the U.S. reached new heights in October when Dr. Craig Spencer became the first patient to be diagnosed in New York City: the deadly disease was in the country's most densely packed metropolis.

But when Spencer, now free of the virus, addressed reporters on Nov. 11, he urged the world to turn its focus back to West Africa, where more than 5,000 have died—a toll that puts the panic over four diagnoses and just one fatality in the U.S. into stark relief. “Today I am healthy and no longer infectious,” Spencer said.

Ebola has no antidote, but officials said Spencer was treated with a combination of therapies that have been successful with other U.S. patients. They are still monitoring people he had contact with during his travels around the city before his diagnosis, movement that raised alarm and included a trip to a Brooklyn bowling alley. “Please join me in turning the attention back to West Africa,” Spencer said.

Advocates share the sentiment. While it's too early to declare that the U.S. has beaten Ebola, with Spencer's recovery there are no known cases. But officials warn that without further efforts to contain the deadliest outbreak ever at its source, Ebola could traverse an interconnected globe again. —ALICE PARK

## DISCLOSED

### Ronald Reagan

‘If I were there, Margaret, I’d throw my hat in the door before I came in.’



The former U.S. President, making amends to former British Prime Minister Margaret Thatcher for the American invasion of Grenada, a Commonwealth state, in a 1983 recording recently made public for the first time along with a trove of other White House tapes. Reagan refers to an old practice of throwing one's hat through a door before entering a room; if the guest was unwelcome, it would be thrown back out.

## FREED

### Kenneth Bae and Matthew Miller North Korea detainees

Kenneth Bae, a missionary, spent almost two years as a captive in North Korea and faced 13 more for what were deemed antigovernment activities. Matthew Miller was arrested there in April after reportedly ripping up his visa and demanding asylum in the isolated nation.

Both Americans touched down on U.S. soil on Nov. 8, an event made possible by an unusual bit of political maneuvering. U.S. Director of National Intelligence James Clapper traveled to Pyongyang to secure the release of the last remaining American prisoners in North Korea. The fact that Clapper is a spy, not a diplomat, hints at

the Obama Administration's strategy. The Administration says it still won't talk until North Korea dismantles its nuclear-weapons program. So it sent Clapper, a man powerful enough to appease Pyongyang, but not an official envoy.

It's unclear if and how this might break the countries' stalemate. For the families of Bae, 46, and Miller, 25, that is secondary. They're home. —EMILY RAUHALA



Released Christian missionary Bae

## DROPPED

The U.S. unemployment rate, to 5.8%, its lowest level since July 2008. Wages continue to stagnate, however, and the long-term unemployment rate remains high.

## WON

By Republican Dan Sullivan, the election in Alaska for U.S. Senate. Sullivan defeated Democratic incumbent Mark Begich in a close race called after the GOP had already won the Senate.

## DIED

Bahamian pastor and author Myles Munroe, 60, in a plane crash that also killed his wife and the seven other people onboard.



## DIED

John Doar, 92, civil rights lawyer who put Ku Klux Klansmen behind bars and helped protect black student James Meredith as the University of Mississippi introduced integration.

## DEMOTED

By the Vatican, American Cardinal Raymond Burke, from Prefect of the Supreme Tribunal of the Order of Malta, a largely symbolic role. He had spoken out against Pope Francis.

## DIED

Rapper Henry “Big Bank Hank” Jackson, 58, of the Sugarhill Gang. The group's breakout hit, “Rapper's Delight,” was the first rap song to make *Billboard's* Top 40.



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## Surface Pro 3

Headline is a direct comparison to the 13" MacBook Air. Adobe Photoshop, Office and keyboard sold separately.





## Corps Values

To avoid another Ferguson, we should take a lesson on police training from the SEALs



"VIOLENCE WILL NOT BE TOLERATED," said Missouri's hapless governor Jay Nixon in the days before the grand jury announced its judgment in the Ferguson police-shooting case. He seemed to be indicating that officer Darren Wilson would not be indicted for killing the unarmed Michael Brown on Aug. 9. If so, there is likely to be a public explosion of outrage. Of course, if Wilson is cleared, there will have to be compelling evidence that his extreme action was justified. But justifiable homicide does not equal unpreventable homicide. This killing didn't need to happen.

"Of course it didn't," says Lew Hicks, a former Navy SEAL who has taught arrest-and-control methods to an estimated 20,000 police trainees across the country. Hicks was reluctant to talk about which specific techniques he would have used, because he wasn't there. "I do teach weapon retainment, but that's not the point. It's how you carry yourself in the community you serve. You have to project calm and confidence," he told me. "You have to be trained physically, mentally and even spiritually to make moral decisions instinctively, spur of the moment." Wilson had placed himself on the defensive from the start. By all accounts, he was sitting in his car, talking to Brown through his open window. He needed to get out of the car and subtly establish his authority. Things like tone of voice, body language and facial expression can make all the difference.

FIRST MET LEW HICKS 13 YEARS AGO, WHEN HE was part of the most rigorous and creative police-training program ever attempted in the U.S. It was called the Police Corps, and it was founded by Adam Walinsky, a crusty and contentious former Marine and aide to Robert F. Kennedy. After the Detroit riots in 1967—43 civilians were killed and hundreds injured—Walinsky spent the next 20 years studying police practices, from the pavement up. His original thought was to create an elite program that would lure graduates from top colleges to do four years of service in return for scholarship money and a fast track to graduate school. In the end, the recruits mostly came from state colleges, and they were kids who wanted to become cops anyway. Bill Clinton was the first board chairman of the Police Corps, and his Administration funded the program in 1995.

### DEADLY-FORCE TRAINING

#### SWAT TEAMS

Local U.S. police departments deployed SWAT teams 3,000 times in 1980. By 2014, the average was 50,000 times a year—and increasingly in small towns.

#### HEAVYING UP

Surplus items from the Pentagon—and about \$35 billion in grants from 2002 to 2011 from other federal agencies—have provided police departments' heavy weaponry.



TO READ JOE'S BLOG POSTS, GO TO [time.com/swampland](http://time.com/swampland)

Training was the heart of the Corps. It was full-time residential, a form of boot camp. It was far more physical than routine training—the graduates were superfit—but the mental conditioning was rigorous as well. Indeed, it very much resembled the training the military provides for special operators like SEALs and Green Berets. It was situational: actors and retired cops were hired to play miscreants, and recruits were judged on how well they responded to spur-of-the-moment situations. Even the firing range was situational: it was paintball, and you could easily be "shot" if you made the wrong call. There was required reading about urban poverty, police work and leadership. Recruits were required to mentor troubled boys and girls. And Hicks taught them how to *be*: how to use their hands, how to present themselves, how to protect themselves. "I can pick out the Police Corps graduates on the street just by the way they stand," said Baltimore police chief Ed Norris, who was one of the first to embrace the Corps. In the end, Walinsky produced more than 1,000 of the best-trained police officers in the country, and many are still on the job.

THE POLICE CORPS WAS TINY AND EXPENSIVE. There was all sorts of opposition to it. Liberals preferred that the money be spent on anti-poverty programs. Conservatives liked the idea but preferred that the money not be spent at all. It was killed by George W. Bush, at which point federal spending on police programs went entirely in the wrong direction by providing local cops with militarized up-armored vehicles, cammies, Kevlar, sniper rifles. This, at a moment when the military, especially the Army, was moving toward retraining its troops in a way that resembled the Police Corps. "We want them to be able to make moral decisions under pressure on the basis of incomplete information," General David Petraeus once told me, using almost the same words as Hicks.

The public conversation since the death of Michael Brown has largely been a waste of time. Remonstrating about race is important, but wouldn't it be more useful to talk about training—not just for police officers, but teachers too? Good training costs money, but we need to have a conversation about how we currently spend money. These are the people, after all, who shape our lives and sometimes, tragically, our deaths.



*leche*



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Photograph by Andrew Moore



NATION

# Detroit's Turnup An unlikely deal lifts Motown out of bankruptcy

By Rana Foroohar

**Dance party** A group of  
diversity activists celebrate at a  
downtown Detroit park



# Standing in the middle of downtown Detroit, it's hard to believe you're in a city that went belly up.

At 5 p.m. on any given workday, you'll see the hipster hordes of 20-somethings in skinny jeans and nerdy-cool glasses who work at the dozens of tech and design startups in the center of the city start to convene. Milling into Campus Martius park, they'll have a mojito at one of the nearby bars or watch an open-air musical performance. Kids play in the park's sand pit, and teenagers shoot hoops at basketball courts buffered by luxury condos where the waiting list for \$2,500-a-month studios can be two to three months long. Neighboring boutiques sell everything from interestingly shaped cork handbags to \$800 watches handmade in Motown. Blight? What blight?

Of course, if you walk just a few blocks away, you'll find plenty of decay—burned-out buildings that sit in the shadow of General Motors' obelisk-like headquarters. You'll find homes with roofs that have fallen in. On one abandoned building, a graffiti artist has scrawled **DESTROY WHAT DESTROYS YOU**. That juxtaposition is almost as startling as the deal that was approved on Nov. 7 to bring Detroit out of the red. A little over a year ago, unable to keep its lights on or its streets safe, this emblematic American city declared bankruptcy. Now it is emerging from 16 months of pain, humiliation, negotiation and soul-searching with a plan to move on from its default and rebuild.

At first, it seemed impossible that Main Street and Wall Street would ever come to an agreement over the city's \$18 billion debt—specifically, over who would pay for the shortfall. Detroit's public-employee pensioners were being asked to take huge cuts in their retirement income to pay hundreds of millions of dollars to bankers. Some people were even arguing that Detroit should mortgage the priceless art in its hallmark museum—including works by van Gogh, Whistler and Degas—to keep cops and ambulances on the street.

Then something unexpected hap-

pened: A group of private donors, including family foundations with landmark names like Fisher and Ford, banded together with community-development agencies, big businesses and the state itself. They decided that it was inconceivable that the onetime heart of American power—which had already lost half its tax base, more than half its population and a devastating portion of its labor pool—should fall further. They came up with \$800 million to offset some of the pension pain and save the art—a “grand bargain,” as it has become known, that gave the city a future.

Suddenly, there were reasons to hope again. The city, its workers and Detroit's creditors were more willing to make a deal. Residents got creative, and financial institutions took payment in assets that represented a bet on Motown's future,

rather than grabbing what cash they could before fleeing. Union reps accepted 5% to 20% decreases in pension payments—a painful and contentious decision, but much less draconian than what Detroit's emergency manager, Kevyn Orr, had originally proposed.

In the end, no major stakeholders refused to be part of the almost universally praised settlement that turned the page on the largest municipal bankruptcy in history. As Michigan's Republican governor Rick Snyder tells *TIME*, “None of this would have been possible without the grand bargain. If people were going to accept this kind of pain, they had to feel that the private sector—and the state—were helping.” It was a rare thing in American civic life these days: compromise.

The symbolism surrounding Detroit has been bittersweet. It is the birthplace not just of the automobile but also of the so-called Arsenal of Democracy that helped the U.S. win World War II and usher in the American Century as well as labor movements like the American Federation of Labor and the United Auto Workers, which agitated for the 40-hour workweek, health care benefits and pensions. But the city came to symbolize the decline of U.S. power in the latter half of

## City Scrapes. Some cities are doing better



### CHICAGO

By some estimates, Chicago could regain its pre-recession employment levels in 2015, thanks to private businesses, which are experiencing modest growth. The public sector, though, is grappling with undernourished pension funds that threaten to inflate the city's deficit and hamper recovery. Six of the city's retirement funds are short \$27 billion—roughly half the amount needed to support the system.



### PHILADELPHIA

Job growth in the City of Brotherly Love has lagged behind most other large U.S. cities for four years. And the government is facing ballooning fiscal problems with insufficient pension funds and other budget gaps that have hammered the city's cash-starved public schools. But the unemployment rate has dropped sharply over the past year, putting it roughly in line with the rest of the country. The population of millennials is also growing, in part because of the affordability of the area.



### ST. LOUIS

St. Louis' biggest problem? Too many workers, not enough jobs. As a result, the city is suffering from stagnant salaries, weak consumer spending and stunted population growth. Without broad economic expansion and new business creation, St. Louis is expected to underperform against regional neighbors like Chicago and Indianapolis.



the 20th century, dramatically capped by the city's going under. Now Detroit is adding another chapter to its legacy: the civic laboratory.

Detroit's resurgence provides a play-book for struggling U.S. cities of all sizes. It offers lessons on how to responsibly manage city finances, how to negotiate with powerful institutions on Wall Street and how to reverse the kind of political, economic, social and geographical polarization that eroded the fabric of the city over many decades. The city's nascent downtown renaissance, led by local businesspeople like Quicken Loans founder Dan Gilbert as well as quasi-public groups like the Michigan Economic Development Corp., may herald a new era for American cities in which old Rust Belt towns once again become engines of growth.

"Detroit's bankruptcy has masked what is actually a burgeoning economic revival," argues urban-development expert Bruce Katz, vice president and director of the Metropolitan Policy Program at the Brookings Institution. "That's not just happening there, but in many places all over the country—Boston, Philadelphia, Pittsburgh, St. Louis and Cleveland. In fact, I haven't seen this kind of growth in urban corridors since the 1960s."

Certainly, Detroit continues to struggle. While the pain of negotiating the terms of bankruptcy are over, the challenges of rebuilding have only just begun. There are plenty of craft cocktails to be found but also many neighborhoods where the water isn't on regularly. Detroit has put more cops on the streets than it did a year ago, but they give their attention disproportionately to the burgeoning downtown and midtown areas, rather than poorer, peripheral neighborhoods. And yet, for the first time in years, the city is ready to face these challenges.

### Bright Lights

AT ITS PEAK IN 1950, MOTOWN'S POPULATION was more than double the 700,000 people living in the city today. Like the downfall of all great empires, Detroit's decline was hastened by a complex of problems, including civic mismanagement, political corruption and systemic labor issues. The malaise of American manufacturing from the 1980s onward hit Detroit harder than any other major city. Talent left, property values declined, growth slowed, and by the mid-2000s the tax base had been all but decimated. Detroit was left struggling to pay its bills.

That's when Wall Street came into the

picture, selling the city on a \$1.4 billion series of complex and risky securities deals in 2005 and 2006. When \$800 million of the debt (which had been issued in a way that many experts believed was fraudulent to begin with) blew up in the wake of the financial crisis, bankers demanded full payment. "The biggest contributing factor to the increase in Detroit's legacy expenses [was that debt]," explains Wallace Turbeville, a former Goldman Sachs banker who is now a fellow at the non-profit think tank Demos. He wrote an influential report in 2013 urging the city to fight back against Wall Street's demands. Turbeville calls Steven Rhodes, the federal judge who approved the city's bankruptcy plan, "brave" for throwing out the initial settlement of the \$800 million derivatives deal and making financial institutions settle for a fraction of that amount.

The first lesson from Detroit's bankruptcy is that cities need to manage their finances and dealings with capital markets much more carefully. While there's nothing in the ruling that prevents the Street from trying to peddle similarly risky deals to city governments—indeed, risky bonds issued by the Chicago public school system are causing that great metropolis serious problems now—it is, in Turbeville's words, "a shot across the bow to show banks that you can't do crazy deals with desperate municipalities and think you'll get away with it."

Another lesson: communities cannot cut their way to economic success. They must find ways to grow. That's where Detroit's downtown boom comes in. While the city lost population for decades, things have turned a corner in the past couple of years. Younger, well-educated people in a wide range of industries from technology to medicine are moving downtown in droves.

Much of the resurgence has been led by Quicken's Gilbert, who decided to take advantage of the city's post-financial-crisis "skyscraper sales" and tax incentives during the economic downturn. Gilbert moved his company's headquarters from the suburbs to downtown, helping launch a property boom in the area partly by funding a variety of new tech businesses and offering subsidized Quicken loans to people working for his firms. "If I wanted to attract kids from Harvard or Georgetown, there was no way it was going to

## than others. Here's a closer look



### LAS VEGAS

Las Vegas' housing market was one of the nation's hardest hit during the recession. Today the market has stabilized and housing prices have risen faster in recent months than the national average. Downtown Vegas is experiencing a rebirth, with private investment flowing into a retail park, a health center and varied small businesses. But Sin City remains vulnerable, with tepid job growth and a tourism-oriented economy that tends to thrive only when consumer spending rises nationally.



### NEW ORLEANS

Hurricane Katrina gave New Orleans the chance for a do-over, bringing in billions of dollars to help rebuild the city. While economic disparities remain, entrepreneurship is up, public schools have improved, and the population is growing. The city was still recovering from Katrina when the recession began, and it weathered that storm relatively well. Job recovery increased 1% in the city between 2008 and 2012.



### CLEVELAND

Manufacturing and fracking have lately been a boon to Northeast Ohio, providing jobs for the region's workforce and increasing household incomes over the past three years. The region has a significantly older population, because many young residents migrated to more promising job markets during the downturn. But some research suggests that educated, young professionals might be trickling back.

—Emily Barone



happen in a suburb of Detroit, where you're going to walk on asphalt 200 yards to your car in the middle of February," says Gilbert.

He was right. A new study by the non-profit City Observatory, a think tank funded by the Knight Foundation, recently found that college-educated people ages 25 to 34 are migrating to city centers in places like Detroit at twice the pace of any other demographic group. As Katz puts it, "The landscape of innovation has been dominated by suburban places like Silicon Valley for the last 50 years. But now a new urban model is emerging. Young knowledge workers want to live, work and play in cities." They are, in turn, encouraging businesses that had once moved to the suburbs to relocate back to those cities.

### Talent Murmurations

THESE MIGRATIONS ARE NOT ONLY RESHAPING the country's economic map; they also give us important clues about how the U.S. economy at large can succeed over the next few years. Already, the American cities that are the most economically vibrant—Washington, San Francisco, Boston, Austin, and San Jose, Calif.—are those that have the highest percentage of college-educated 25-to-34-year-olds. They increase a city's productivity and its GDP. And the places people in that group are settling now, in their most mobile years—places like Buffalo, N.Y., Detroit and Pittsburgh, and other cities with an attractive blend of cheaper real estate and vibrant educational and cultural institutions—are of

**Our town** *A model of Detroit's revitalized urban core in Quicken Loans' new headquarters*

ten Rust Belt cities where growth may well be strongest in the future.

The trick for those cities now is to broaden that growth into something more inclusive. It used to be that nobody wanted to go downtown; now leaders have to make sure that people and money leave it and spread throughout the rest of the city. "The comeback is happening downtown, but we need to do a lot more work in the neighborhoods," says Governor Snyder.

That's why the city's next big endeavor is undertaking that work. "For a long time, Detroit was one of the only cities that had separate transit authorities for downtown and the suburbs," explains Snyder. "One year ago, we knitted those two together so we can connect neighborhoods better." A new light rail will help move people between downtown and adjacent areas, a project to which companies like Quicken, General Motors and Penske have donated much of the \$140 million development money. (The investment may pay off: a similar project in Portland, Ore., generated six times its initial cost in overall economic development.)

There's a lot more that could be done to leverage the city's design and manufacturing clout. Southern Michigan still has the deepest pool of industrial designers in the country, a legacy of the auto industry, which is beginning to invest in some lo-

cal startup firms in the technology space. Ford, for instance, recently acquired a digital-radio company that was started in Detroit. The Michigan Economic Development Corp. is funding four major Silicon Valley-like incubators in different locations around the city, with the aim of spreading growth beyond the overpriced lofts of downtown.

One young urban pioneer, 24-year-old Max Nussenbaum, is already living that dream. He recently left his cushy apartment downtown and crowdsourced \$10,000 to buy an abandoned house in New Center, one of the beleaguered areas of town that has started to show signs of life. He and a few other members of the inaugural Detroit class of Venture for America, a nonprofit that seeds urban areas with young would-be entrepreneurs, now live in the house, which they renovated with \$200,000 that came mostly from an interested local investor who is banking on the area's resurgence. Inside, the group has started its own property-management firm and built workspace for other new companies on the ground floor.

Recently, Nussenbaum worked with his block association to get a long-abandoned hospital adjacent to the property torn down, in the hopes that the space will be redeveloped. "Where else could I do what I'm doing—and buy a \$10,000 house too?" he asks.

As Detroit moves into a new era, it's a fair bet that there will be many fewer 10-grand houses—and many more Max Nussenbaums—a year from now. ■



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**Grim memorial** Portraits  
of the missing students  
hang in the main square  
of Chilpancingo, the  
capital of Guerrero state







WORLD

# MEXICO'S NIGHTMARE

How a brutal attack on 43 students in September has forced the country to once again confront the scourge of drug violence

BY IOAN GRILLO/IGUALA

IN THE END, IT TOOK A CRIME THAT WAS shocking even by the standards of Mexico's blood-soaked drug war for a semblance of order to return to a small community of 140,000 in the country's southern Guerrero state. On the night of Sept. 26—a date now inscribed on Mexico's calendar of historic atrocities—corrupt police and cartel thugs in the town of Iguala went on a killing spree. First they shot dead three students and three passersby, slicing the face off one victim and leaving his corpse on the street. Then they kidnapped 43 students, carting them off in police cars before reportedly throwing them into a cattle truck.

What happened next became apparent only after six harrowing weeks that saw the government of President Enrique Peña Nieto face intensifying public anger over its sluggish response to the crime. On Nov. 7, Mexico's Attorney General, Jesús Murillo Karam, revealed that three cartel assassins had confessed to taking the students to a garbage dump, where they allegedly murdered them and incinerated their bodies in a huge bonfire kept alight for more than 14 hours with diesel, gasoline, wood and tires. The men say they packed the charred remains into plastic bags and threw them into a river. Murillo Karam told reporters that bone fragments recovered by federal agents were being sent to an advanced DNA-testing lab in Austria.



But the ramifications go beyond the unlucky students, who were training to become teachers. In the weeks before the confessions, security forces discovered corpses of an additional 38 victims of narcoviolence in Iguala, where the mayor and police are alleged to have been in league with a brutal cartel. Iguala has become a massive crime scene. As 10,000 soldiers and agents struggled to find the missing students, the stink of rotting human flesh filled the air in the hilly woodlands on the edge of town. The pits were scattered among pine trees and dirt paths—two, three, five corpses in one, the bodies burned, mutilated, decomposing.

Locals describe how a climate of fear had been building up for several years, with gangsters driving around with impunity. “The bad men would come in the night in convoys of vehicles,” says Ramiro Vazquez, a corn farmer who lives near the mass graves. “Sometimes we would hear gunshots. Sometimes we would hear screams. Of course I never called the police. Sometimes the police were with the murderers.”

The Iguala attacks shattered Peña Nieto’s efforts to clean up his country’s violent image and have sparked the biggest protests in Mexico in years, as students, teachers and others light candles, block roads and in some cases burn government buildings. “Anger about corruption and violence has been growing for a long time,” says Lorenzo Meyer, a political analyst in Mexico City. “But the attack on these student teachers is the straw that broke the camel’s back.”

The case brings together several of Mexico’s most fundamental challenges in one chilling crime. The students were the sons of peasant farmers and laborers in destitute villages that underscore the poverty that still blights Mexico’s promise. The alleged role of the police speaks to the brutality of crooked officers. Iguala Mayor José Luis Abarca—arrested in Mexico City on Nov. 4—seems, if the charges against him prove true, to symbolize the corrupt politicians undermining the country. The mass graves uncovered in the search for the students highlight the violence and injustice still pervasive in Mexico, where more than 70,000 people have been killed in cartel-related violence in the past seven years.

The bloodshed is also a reminder of the shortcomings of the war on drugs Mexico has been waging, with U.S. support. Though he talks less about the cartels, Peña Nieto has stuck with the basic strat-



**Search party** Members of a local militia in Guerrero look for the students who disappeared from Iguala on Sept. 26

egy of his predecessor Felipe Calderón: go after the big kingpins who traffic billions of dollars in marijuana, cocaine, heroin and crystal meth to American users. Mexico has nabbed top mobsters, including Joaquín “El Chapo” Guzmán, perhaps the world’s most infamous gangster. But in their wake, smaller, more violent cells of traffickers have emerged, casting their shadow over out-of-the-way towns like Iguala.

“The drug-cartel heads used to be like monarchs,” says Mike Vigil, the former head of international operations of the U.S. Drug Enforcement Administration (DEA). “They used to run their cartels like despotic leaders. But now they are more organized like a global corporation, with subsidiaries that are semiautonomous.” The fragmentation of cartels into these vicious cells multiplies the challenges facing Mexico.

## Acapulco Gold

JUST WHAT TRIGGERED THE LATEST HORROR remains unclear. Tucked between gold mines and gravel quarries, Iguala is a strategic smuggling town in a state where gangsters have long grown opium poppies for heroin and cultivated the marijuana known as Acapulco Gold (one of the few strains to make the *Oxford English Dictionary*). For years, it was the turf of a drug kingpin called Arturo Beltrán Leyva, a.k.a. the Beard, who was killed by Mexican marines working with the DEA in 2009.

After his death, gangsters in and around Iguala formed a new cartel, calling themselves Guerreros Unidos, or Warriors United. But they were largely off the DEA’s radar, their violent enterprise operating in communities far from the U.S. border.

The Warriors tightened their grip on communities like Iguala by inserting their members directly into positions of power. Federal prosecutors say Iguala Mayor Abarca, who took office in September 2012, was a key Warriors operative,





laundering their money through a local emporium. He owns some 65 properties, including jewelry stores and a shopping center, according to officials.

Investigators have also named as a Warriors operative the mayor's wife María de los Ángeles Pineda, and the cartel is said to have embedded its gunmen into the police force. "Warriors United has sewn a web of complicity with several mayors and above all with security officials," Attorney General Karam said on Oct. 22.

The students who walked into this narco snake pit on Sept. 26 attended the Ayotzinapa university, a rural school founded after the Mexican Revolution to bring literacy to the countryside. Back in the 1970s, Lucio Cabañas, an Ayotzinapa alumnus, led one of Mexico's biggest guerrilla campaigns of the 20th century. More recently, students have been protesting an overhaul of the education system by Peña Nieto—including new rules on how jobs are allocated—that they

say threatens their employment prospects. They've been blocking highways and, like their '70s predecessors, commandeering commercial buses to get to their marches. (They usually return the vehicles.)

On Sept. 26, about 120 of Ayotzinapa's trainee teachers went to Iguala to hijack buses to travel to Mexico City, where they hoped to commemorate a massacre of students that took place in 1968. After taking two vehicles, they ran into a blockade of police officers, who began firing at them. Joining the officers were gunmen in plain clothes, later identified by investigators as cartel hit men. "There were shots coming from all directions. We were shouting that we didn't have any weapons, but they kept firing," says Alejandro, a 19-year-old survivor who, fearing police and traffickers, asked that his surname be withheld.

The shooting carried on in bursts at different points in the city. Police also fired into a bus of soccer players, apparently mistaking them for students. When police started shoving people into patrol cars, Alejandro ran for his life. "I was scared of being shot, but I was also terrified of being taken by these policemen," he says. He hid in a wooded area until dawn. "I feel lucky that I am alive. But I think all the time about my companions who were taken. I don't know what they could have been through or how much pain they could have suffered."

What turned a bus hijacking into a mass murder remains unknown; what is certain is that the students picked the wrong town to tangle with authorities. The mayor's wife was speaking at an event in the town center and was worried that the students would disrupt it, prosecutors say, adding that Mayor Abarca then ordered the police to go after the students.

### President Under Pressure

THE IGUALA ATTACK HAS RAISED FEARS that many other Mexican communities might have similar problems hidden away. Federal forces have begun investigating the Warriors in 13 nearby towns where the cartel operates. Several officials, including the governor of Guerrero state, have resigned as anger over the attacks grows.

The spotlight on drug violence comes as Peña Nieto attempts to show the world that Mexico is finally open for business after decades of narcocorruption hobbling its potential. Since leading the Institutional Revolutionary Party back into office in 2012, Peña Nieto has undertaken a bold program

of reform, including opening up the state-controlled oil sector, to revive economic growth. He has raised the government's tax intake and introduced a new telecom law designed to increase competition.

But the success of his reform agenda contrasts with the administration's clumsy response to Iguala. In the immediate aftermath of the attack, Abarca moved freely around Mexico City, giving radio interviews, before going on the run for a month. It took eight days for federal investigators to assume charge of the case from their state counterparts. And even when the Attorney General claimed on Nov. 7 that the case had been solved, he bungled his announcement. Facing a grilling from reporters, he was heard saying, "*Ya me canse*," or "I'm tired." The phrase quickly became a rallying cry for protesters.

Peña Nieto held back from visiting Iguala, and it wasn't until more than a month after the attack that he received families of the students at the presidential palace in Mexico City. Then, two days after the confessions were announced, he faced flak for flying off to attend the Asia-Pacific Economic Cooperation summit in Beijing and a G-20 meeting in Brisbane, Australia. Stopping off in Alaska on Nov. 9, he responded to the protests back home by saying that the Iguala case "is a call for justice, a call for peace and unity, not for violence and confrontation."

The unity Peña Nieto seeks will not be easy to achieve. He has promised a new anti-corruption law, to stop officials from falling under the control of cartels. But even as the President seeks to fight graft, his office has been forced to answer questions about his family's finances after Mexican media revealed that his wife was buying a mansion owned by a company that has won several government contracts. That company was also involved in a Chinese-led project for a \$3.7 billion high-speed-train link that was abruptly canceled last week.

As such revelations fan the protests against Peña Nieto, the families of the students who went missing in Iguala await the DNA results, refusing for now to accept that their loved ones are dead. "It has been a nightmare that I can't wake up from," says Epifanio Álvarez, the father of one. Their distress is shared by the grieving kin of the thousands of other victims of Mexico's cartel violence, who in the wake of the Iguala attacks are wondering when their country will snap out of its nightmare. ■





TECHNOLOGY

# DATA

THE NEXT REVOLUTION IN PERSONAL HEALTH MAY BE

THE LITTLE STEP-TRACKING BAND ON YOUR WRIST

# MINI

BY BRYAN WALSH

“THE UNEXAMINED LIFE IS NOT WORTH LIVING.”

So said Socrates, and I’m trying to live up to the philosopher’s credo—in a 21st century way. On my wrist I wear a Jawbone UP24, a rubber bracelet that tracks my steps and calories burned over the course of the day. To make sure I don’t exceed the calories burned with calories consumed, I track my diet with the iPhone app MyFitnessPal, which syncs up with my Jawbone data. The Jawbone bracelet uses a motion sensor to track my sleep time, and the Jawbone app uses algorithms to calculate the hours I spend in light sleep and deep sleep over the course of the night. While I trained for the New York City Marathon, I tracked my runs with the iPhone app RunKeeper, which allowed me to see myself very slowly getting somewhat faster.

That kind of numeric detail probably isn’t what Socrates had in mind, but more and more of us are engaging in some form of digital self-

examination. Research firm ABI estimates that 42 million wearable fitness and health devices will be shipped in 2014, up from 32 million in 2013. The movement even has a name—the quantified self—and its geekiest adherents go far beyond what I could bring myself to try. They carry digital cameras around their necks that capture a constant stream of visual memories and wear heart monitors and blood-pressure sensors up and down their torsos. They treat their bodies as guinea pigs and gather in meet-ups and conferences to swap stories—backed by data, of course—about the best ways to lose weight, work more efficiently and get smarter.

Hardcore disciples and those who, like me, just try to remember to wear a wearable share the same hope: that through collecting ever more information about our bodies and our behavior, we can find a better route to self-improvement. Doctors and researchers see something else in

## Tracking the Fitness Trackers

Not every tech company wants to build a smart watch or fitness tracker—it just seems that way. But no single device has yet to break out and dominate the market the way the Apple iPod once did for portable digital music. For now, consumers have countless ways to count their steps.



### Apple Watch

The first smart watch from the tech giant, the Apple Watch will track activity, sleep and heart rate while synching with an iPhone (not released)



### Nike+ FuelBand SE

The fitness company's tracker uses a proprietary formula called NikeFuel to measure movement in a range of activities (\$99)



### Fitbit Charge

Fitbit's new device fits on the wrist and can provide caller ID as well as the time; it measures steps and tracks sleep automatically (\$129.95)

the movement too—a revolution that could change everything from how they care for recovering surgery patients to the way they administer certain medications. Tracking devices may eventually even upend how much you pay in health-insurance premiums. And they may ultimately change the way we relate to our own health.

But before you can really know thyself, you need to know thy data.

THE LOGGING OF PERSONAL INFORMATION has a rich history. Benjamin Franklin kept a meticulous chart book noting his progress on 13 virtues, and dieters in programs like Weight Watchers have long counted calories. But as anyone who has ever tried to keep a regular journal knows, recording it all on paper requires a commitment few of us can keep up for long. Digital self-tracking devices—often connected to the Internet through our smartphones—take the effort out of recording and compiling. You get better, more regular data, and it's harder for you to fudge it to make yourself feel better. That also means the information is easily shareable with doctors.

To that end, hospitals are already a step ahead. The Cleveland Clinic has asked its employees and their family members—more than 50,000 people in all—to use the Pebble, an activity tracker, in the hope that it will encourage them to move more. So far, more than 18,000 people have met the goal of 100,000 steps a month or 600 activity minutes a month for six months. (That's roughly 20 minutes a day.) There's an added benefit: employees and family members who use the Pebble are eligible for a lower health-insurance premium.

Using Jawbone's sleep app, I've seen how data analytics can make a daily difference. With Jawbone, I've come to understand

that certain factors—stress, alcohol and caffeine—can influence how restful my sleep really is. The device's accelerometer detects whether I'm moving and, roughly, whether I'm awake or in a light or deep sleep. The next morning, the app displays a graphic summary of my night. Over the weeks, I've been able to track how my sleep time has waxed and waned and how often I meet the 7½ hours I've set as a nightly goal.

I've found that I get the most sleep on weekends—unsurprisingly—but I've also noticed that my sleep tends to decline as the workweek drags on, perhaps because stress levels rise with each day. Just keeping track of how much time I'm actually spending awake has encouraged me to get to bed at a relatively reasonable hour and overcome the temptation to watch one more episode of *Damages* on Netflix.

Health professionals are finding that simply tracking an activity can encourage people to do more of it. In Minnesota, for instance, the Mayo Clinic experimented by using activity trackers to help with postsurgery care. In 2013 the hospital equipped nearly 150 heart-surgery patients over the age of 50 with Fitbit activity trackers on their first day of recovery. The reason: older patients tend to lose mo-

bility in the wake of major surgery, which can slow recovery. The researchers found that patients who took the most steps every day—data tracked by their Fitbits—were significantly more likely to leave the hospital earlier than those who were less active, and they were also more likely to return home rather than to a nursing facility. Doctors knew that only because they were keeping track of a data point they had never bothered to record before.

THE MOST VALUABLE ANALYSIS COMES when researchers are able to draw on a wide pool of data. And the growing ubiquity of fitness and activity trackers has made that pool into an ocean. It's also caused some worries—the IT security firm Symantec reported in June that fitness trackers were often vulnerable to hacking. But the data keep flowing. Jawbone users around the world have recorded more than 130 million nights of sleep—which, as the company's vice president of data, Monica Rogati, notes, technically makes it the biggest sleep study in the world—as well as more than 1.6 trillion steps and 180 million items of food. “You take all that data, and you can see interesting patterns emerge,” she says.

For example, Rogati knows that in the U.S., people in Southern states move the least. She knows that New Yorkers have a huge swing in sleep time between the weekdays and the weekends, whereas people in Orlando—a city well stocked with retirees—get similar amounts of sleep throughout the week. During the 2013 Super Bowl, which went down to the wire, she saw sleep numbers drop nationwide—but not during the 2014 Super Bowl, a blowout that many people tuned out early in the night. She can actually see the passage of Ramadan, a month

**Research firm ABI forecasts 42 million wearable fitness and health devices will be shipped in 2014, up from 32 million in 2013**





+23%



From 2010 to 2013 the prevalence of mental health diagnoses in children increased 23%



ADHD accounts for three out of every four pediatric mental health diagnoses

+98%



Throughout their childhood, girls are 98% more likely to be diagnosed with depression

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**athenahealth** is a leading provider of cloud-based services and mobile tools for medical groups and health systems.



**About the data:** This study was based on aggregate data from 535 pediatricians and their patients, age 6 through 17, who use athenahealth's cloud-based nationwide network. These providers saw patients at 130 medical settings (ranging from single-doctor practices to large hospitals) in 30 states from January, 2010 through the end of 2013. The data set reflects more than 600,000 patients and 3.3 million visits. Diagnosis rates are the percentage of visits that resulted in a claim for a given mental health diagnosis or set of diagnoses.

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>**Garmin Vivofit**

The water-resistant health tracker has a one-year battery life and can connect with wireless heart-rate-monitor accessories (\$129.99)

**Samsung Gear Fit**

An early smart watch, the Gear Fit can detect heart rate—though only while users remain still—as well as movement (\$149.99)

**Jawbone UP3**

This uses bioimpedance sensors—which measure tiny electric currents sent through skin—to track heart rate and other health data (\$179.99)

**Microsoft Band**

The first health tracker from the software company, the Band tracks running and walking while relaying emails and messages (\$199.99)

when observant Muslims fast throughout the day, in a Middle Eastern city like Dubai. “People become less active during the day and sleep more, essentially become nocturnal,” she says. “The data tell you something about the signature of the city.”

All this information will matter only if we can learn something more valuable than the fact that a boring Super Bowl leads to an earlier bedtime. In a growing trend, Jawbone uses its data to produce personalized nudges designed to encourage users to sleep more, be more active and eat better. That analysis has also helped produce the smart-alarm function for the UP wristband. The Jawbone smart alarm tracks which sleep stage you’re in near your preferred waking time and buzzes your wrist when you’re in a light stage—hopefully nudging you out of bed at the right time biologically. “Sleep is as important as fitness and nutrition,” says Jason Donahue, product manager for data and insights at Jawbone UP. “By tracking it, you can give it the attention it deserves.”

Activity trackers are far from perfect. Some are bulky and unfashionable, and all suffer from accuracy problems. A 2014 study by researchers at Iowa State University looked at top fitness trackers and found that on average, they were 10% to 15% off in calculating the calorie burn from exercise and daily activity. But with each generation, the devices are getting smaller and more precise. The highly anticipated Apple Watch is supposed to be able to detect which activity you’re doing as you do it, along with your heart rate, which helps improve calorie-burn calculations.

Jawbone’s newest device, the UP3, will track heart rate using bioimpedance sensors, which measure the resistance of body tissue to a tiny electric current generated by the bracelet. In the future, the company believes the sensors will be able to detect skin temperature, respiration, hydration

and more. That means greater quantities of finer data to feed into Jawbone’s algorithms, which in turn improves the advice the company dispenses as it tries to get you to eat better, sleep longer and be more active. “No one else has been able to get this amount of data on something small enough to wear on your wrist 24/7,” says Travis Bogard, Jawbone’s vice president of product management and strategy.

The new UP will enter an already crowded fitness-tracker market. Microsoft just released its first tracker—the Microsoft Band, which promises to track heart rate and an array of other data points. The first batch of smart watches using Google’s Android Wear operating system provides fitness functions like tracking runs or bike rides. And increasingly, most smartphones from the likes of Apple and Samsung have pedometers built right in.

That puts extra pressure on a company like Jawbone that produces dedicated activity trackers. There’s a lot riding on the success of the UP3, which Bogard and other executives at Jawbone were already using when I visited the company’s San Francisco headquarters in early October. But the excitement at Jawbone was generated less by the devices than by the data they produce—and the unexpected lessons Bogard’s team of data scientists could produce from all those bits and bytes. One wall of Jawbone’s open-plan office was covered with data stories generated by track-

ing millions of users, ranging from how the World Cup affected sleep patterns to a list of the most popular foods by time of day. (Beer: very popular after midnight, not so much before noon.)

Bogard believes that the future of self-tracking isn’t about the tracker; it’s about the self and the data it produces. “Our belief is that the tech itself should disappear,” he says. “The technology becomes an enabler to help us become more human.”

ONCE TRACKING HAS BECOME UBIQUITOUS, it could produce a health revolution. Right now, doctors have to wait for us to feel bad enough to bring our bodies into the shop; until we do, they’re in the dark. Data tracking could make it a lot easier for someone who is, for example, trying to manage a weight problem—especially if the data could be automatically uploaded to a doctor’s office. No more lying about how much you exercise or snack.

And personal data can mean personalized health care. The real winner may be not the company that makes the best device but the one that can produce a meaningful signal out of the noise of personal data. “No one thing works for everyone,” says Andrew Rosenthal, the group manager for wellness and platform at Jawbone. “We can help steer people toward the health solutions that work best for them.”

But as someone who began practicing self-quantifying for this story and has since become all but addicted to it, I can say there’s a personal side to this movement as well. So much of our health today feels out of our hands, the province of medical professionals. Self-quantifying has allowed me to take control of my health, to track and tweak my habits, to make myself a better person. Today I feel like a test group of one—but I’m in charge of the experiment, and I benefit from the results. You can count on it. —WITH REPORTING BY

ALEXANDRA SIFFERLIN/NEW YORK ■

***‘The tech itself should disappear. The technology becomes an enabler to help us become more human.’***

—TRAVIS BOGARD, JAWBONE



# NEW!

## JUBLIA<sup>®</sup> (efinaconazole) Topical Solution 10%



# TOENAIL FUNGUS?

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for you and visit  
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### Indication

JUBLIA (efinaconazole) Topical Solution, 10% is a prescription medicine used to treat fungal infections of the toenails.

### Important Safety Information

- JUBLIA is for use on nails and surrounding skin only. Do not use JUBLIA in your mouth, eyes, or vagina. Use it exactly as instructed by your doctor.
- It is not known whether JUBLIA is effective in children.
- Before you use JUBLIA, tell your doctor about all your medical conditions, including if you are or plan to become pregnant, are breastfeeding, or plan to breastfeed, because it is not known whether JUBLIA can harm an unborn fetus or nursing infant. Tell your doctor about all medications you are taking, and whether you have any other nail infections.

- JUBLIA is flammable. Avoid heat and flame while applying JUBLIA to your toenail.
- Avoid pedicures, use of nail polish, or cosmetic nail products while using JUBLIA.
- JUBLIA may cause irritation at the treated site. The most common side effects include: ingrown toenail, redness, itching, swelling, burning or stinging, blisters, and pain. Tell your doctor about any side effects that bother you or do not go away.

You are encouraged to report negative side effects of prescription drugs to the FDA. Visit [www.fda.gov/medwatch](http://www.fda.gov/medwatch) or call 1-800-FDA-1088.

**Please see Patient Information for JUBLIA on next page.**

# PATIENT INFORMATION

## JUBLIA (joo-blee-uh)

(efinaconazole) Topical Solution, 10%

**This Patient Information does not include all the information needed to use JUBLIA safely and effectively. Please see full Prescribing Information.**

**Important information: JUBLIA is for use on toenails and surrounding skin only.** Do not use JUBLIA in your mouth, eyes, or vagina.

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### What is JUBLIA?

JUBLIA is a prescription medicine used to treat fungal infections of the toenails. It is not known if JUBLIA is safe and effective in children.

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### What should I tell my healthcare provider before using JUBLIA?

Before you use JUBLIA, tell your healthcare provider about all your medical conditions, including if you:

- are pregnant or plan to become pregnant. It is not known if JUBLIA can harm your unborn baby.
- are breastfeeding or plan to breastfeed. It is not known if JUBLIA passes into your breast milk.

**Tell your healthcare provider about all the medicines you take**, including prescription and over-the-counter medicines, vitamins, and herbal supplements.

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### How should I use JUBLIA?

**See the “Instructions for Use” at the end of this Patient Information leaflet for detailed information about the right way to use JUBLIA.**

- Use JUBLIA exactly as your healthcare provider tells you to use it. Apply JUBLIA to your affected toenails 1 time each day. Wait for at least 10 minutes after showering, bathing or washing before applying JUBLIA. JUBLIA is used for 48 weeks.

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### What should I avoid while using JUBLIA?

- JUBLIA is flammable. Avoid heat and flame while applying JUBLIA to your toenail.
- Avoid pedicures, use of nail polish, or cosmetic nail products, while using JUBLIA.

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### What are the possible side effects of JUBLIA?

JUBLIA may cause irritation at the treated site. The most common side effects include: ingrown toenail, redness, itching, swelling, burning or stinging, blisters, and pain. Tell your healthcare provider if you have any side effects that bother you or that does not go away.

These are not all the possible side effects of JUBLIA.

Call your doctor for medical advice about side effects. You may report side effects to the FDA at 1-800-FDA-1088.

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### How should I store JUBLIA?

- Store JUBLIA at room temperature, between 68°F to 77°F (20°C to 25°C). Do not freeze JUBLIA.
- Keep the bottle tightly closed and store in an upright position.
- JUBLIA is flammable. Keep away from heat and flame.

**Keep JUBLIA and all medicines out of the reach of children.**

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### General information about the safe and effective use of JUBLIA

Medicines are sometimes prescribed for purposes other than those listed in a Patient Information leaflet. You can ask your pharmacist or healthcare provider for information about JUBLIA that is written for health professionals. Do not use JUBLIA for a condition for which it was not prescribed. Do not give JUBLIA to other people, even if they have the same condition you have. It may harm them.

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### What are the ingredients in JUBLIA?

**Active ingredients:** efinaconazole

**Inactive ingredients:** alcohol, anhydrous citric acid, butylated hydroxytoluene, C12-15 alkyl lactate, cyclomethicone, diisopropyl adipate, disodium edetate, and purified water.

Manufactured for: Valeant Pharmaceuticals North America LLC, Bridgewater, NJ 08807 USA

Manufactured by: Kaken Pharmaceutical Co. Ltd, Shizuoka, Japan. Product of Japan

For more information, call 1-800-321-4576.

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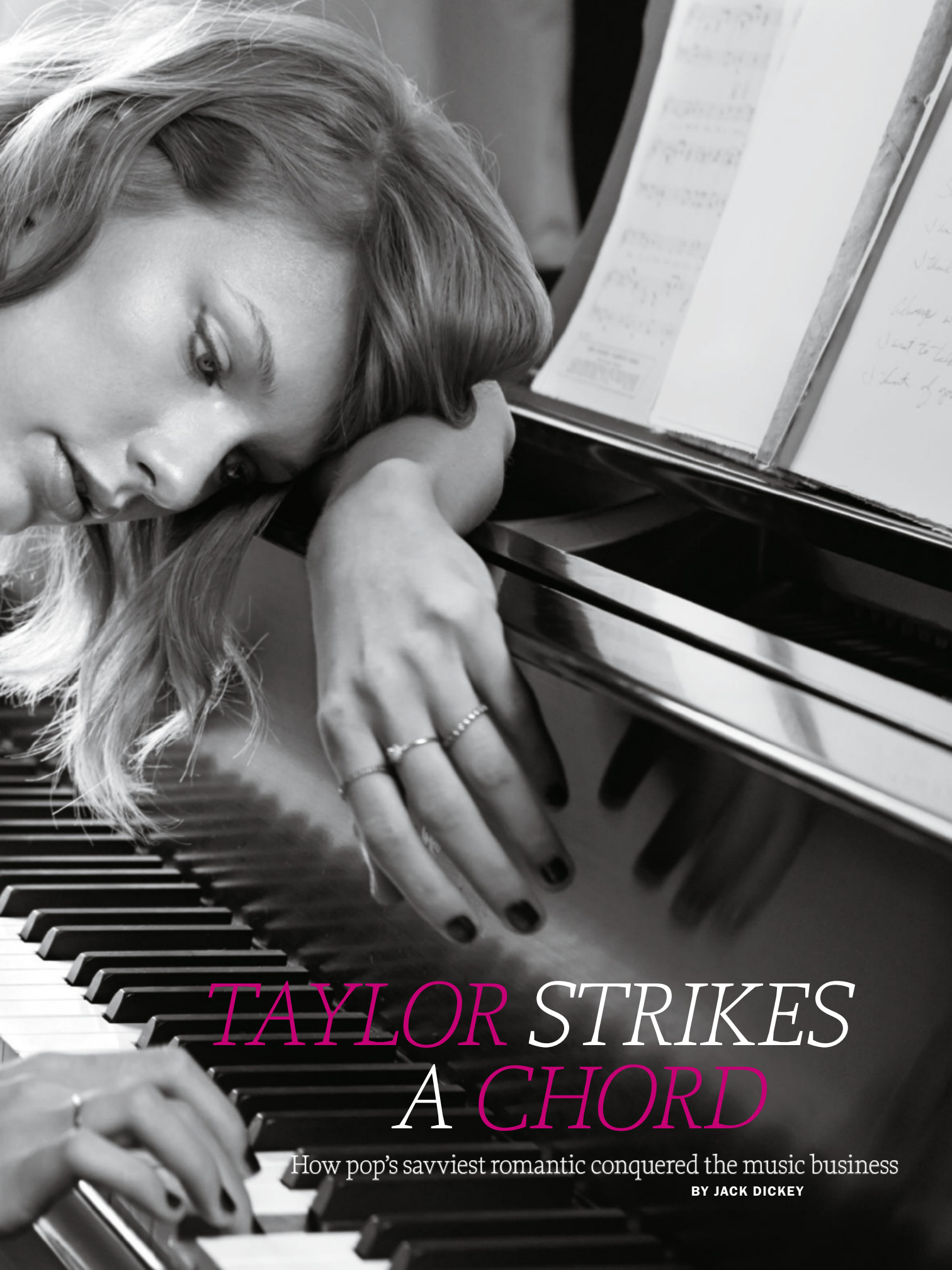


**CULTURE**

**A new sound** *Swift, here at a piano in her parents' home, had 2014's biggest sales week with her first official pop album*







# *TAYLOR* STRIKES A *CHORD*

How pop's savviest romantic conquered the music business

BY JACK DICKEY

# AT EIGHT O'CLOCK ON THE MOST EXCITING NIGHT OF HER LIFE,

America's most important musician was leading several dozen fans in a performance of "Happy Birthday" directed toward a young woman named Caylee, who had just turned 21. She presented Caylee with a bottle of champagne and a card. "Do you know what kind of drinker you are yet?" the 24-year-old superstar asked the 21-year-old, as she put her arm around her. "Are you a happy drunk?"

Earlier that day, in the same Manhattan event space, Taylor Swift had charmed music-biz executives while waiters circulated with frenched lamb and lobster canapés. Her fifth album had come out that morning. She greeted bosses from iHeartMedia—formerly Clear Channel, recently rechristened—and took pictures with them and their awestruck daughters. She hugged Harvey Weinstein, who got her a role in *The Giver*, like an old friend.

By night, the waiters had switched to pizza, the crowd had turned civilian, and Swift had replaced her sleek all-black ensemble with a navy dress bearing white polka dots and a gold necklace that read T.S. 1989. When she entered, the brigade of fans, pre-eminently female and in their late teens and early 20s, queued behind Caylee like supplicants in want of benediction.

Swift is happy to minister to them. "They're discovering the music that tells them how they are going to live their lives and how they should feel and how it's acceptable to feel," Swift says. "I think that that's kind of exciting." To her fans she has recently started speaking out on two connected matters of importance to her: the music business and feminism.

On Nov. 3, almost all Swift's music vanished from Spotify, the online streaming service that claims over 50 million active users, more than 10 million of whom pay for an ad-free and mobile-ready version. Swift's departure came as a surprise to plenty of those users.

## ESSENTIAL SWIFT

A track from each album to capture all her moods



### 'OUR SONG'

Taylor Swift, 2006

A catchy country jam about a fun, free high school romance in need of an anthem

She says it shouldn't have. She believes that Spotify's particular model devalues her work. "With Beats Music and Rhapsody," Swift says, naming two competing services, "you have to pay for a premium package in order to access my albums. And that places a perception of value on what I've created. On Spotify, they don't have any settings or any kind of qualifications for who gets what music. I think that people should feel that there is a value to what musicians have created, and that's that. This shouldn't be news right now. It should have been news in July, when I went out and stood up and said I'm against it in an op-ed in the *Wall Street Journal*." Swift's decision made such an impact that Spotify's CEO, Daniel Ek, wrote a blog post defending his business. A Spotify spokesperson told *TIME* that total payout for Swift's streaming over the past 12 months globally was \$2 million. Swift's label, which receives only a portion of payments, says it collected \$496,044 from domestic streams during that period.

The Spotify dustup made one thing especially clear: more than anyone else, Swift knows how to create albums people will pay for. According to Nielsen SoundScan, Swift was the nation's best-selling artist in 2008 and 2010 and No. 2 in 2012, the last three years she released albums. There's every reason to expect her to finish No. 1 in 2014. Her first-week figure of 1.287 million copies sold for her new album, *1989*, bests any album's sales week since 2002's *The Eminem Show*.

Swift and Eminem have something else in common: the two are the most successful writer-artists to break in and sustain such levels of popularity since the 1990s began. Among her pop peers, Rihanna and Miley Cyrus lean far more heavily on outside songwriters, while Lady Gaga and Beyoncé haven't matched her sales. Swift is the only artist to have three albums sell a million copies in their first week since 1991, when SoundScan started keeping track. Before *1989*, she sold nearly 70 million digital tracks. *Billboard* named her its woman of the year for 2014, the second time she's received that distinction in the award's eight-year history. Her last tour grossed \$150 million—the biggest tally country music had ever seen. She has 46 million Twitter followers, putting her in striking distance of Barack Obama, if behind Katy Perry and Justin Bieber, her reported antagonists.

Yet as financially secure as Swift may be, she worries a great deal about her industry's future and her own, periodically falling into, as she puts it, "rabbit holes of self-doubt and fear." She says, "It's a really important thing that I manage my anxiety when it comes to the future, because, you know, I have very few female role models. That scares me sometimes." She says she looks up to Mariska Hargitay, the *Law & Order: SVU* actress: "She's one of the highest-paid actresses—actors in general, women or men—on television, and she's been playing this very strong female character for, what, 15 years now?" Swift once



gave Hargitay and her husband a ride home from an Ingrid Michaelson concert; she later named her cat Olivia Benson, after Hargitay's *SVU* character. Swift says she also admires Ina Garten, the Food Network's *Barefoot Contessa*, who says of Swift, "She connects with people so well because she's true to herself. I simply adore her." Swift even texted Garten a picture of a flag cake she baked on the Fourth of July.

No one in music has captured Swift's admiration in the same way. It's not for lack of talent; it's instead a matter of the challenges female artists face as they age. "I just struggle to find a woman in music who hasn't been completely picked apart by the media, or scrutinized and criticized for aging, or criticized for fighting aging," Swift says. "It just seems to be much more difficult to be a woman in music and to grow older. I just really hope that I will choose to do it as gracefully as possible."

She likes to think, she says, about what her grandchildren will say one day—it's easier than worrying about her millions of fans. She knows that one way or another, the grandkids will tease her. "But I'd really rather it be 'Look how awkward your dancing was in the 'Shake It Off' video! You look so weird, Grandma! than 'Grandma, is that your nipple?'"

### Hiding in Plain Sight

"SHAKE IT OFF," 1989's LEAD SINGLE, HAD BEEN OUT for a little more than a month when I visited Swift in September at her parents' home in suburban Nashville for the first of a series of interviews this fall. The song, sonically Swift's danciest to date and her second *Billboard* No. 1, covers the business—significant to her—of bad publicity and "haters" in the world at large.

In person, Swift is taller and thinner than you might expect, and more sharp and sarcastic. She speaks in a low voice, engagingly and crisply, pronouncing every *t*. We sat at a table on a patio beside a babbling pool, and she tucked her legs under her body while we talked.

Surely every parent with an ambitious child knows by now the origin story of Taylor Alison Swift. Born in, yes, 1989, in Reading, Pa., to Scott, a financial adviser at Merrill Lynch, and Andrea, then a marketing executive for a mutual fund, Swift grew up on a Christmas-tree farm in the nearby town of Wyomissing. As a child she wrote (stories, poems, diary entries) and performed (musical theater, national anthems) whenever she could. She even won a nationwide poetry contest in fourth grade. But country songwriting—Swift has said Faith Hill, Shania Twain and LeAnn Rimes inspired her—scratched the itch better than anything that preceded it. So she flew to Nashville at 11 and handed her demo CD of covers to record labels all along Music Row, but struck out. She tried again at 13 with songs she had written and fared better, earning a development deal with RCA Records. But RCA

wanted her to record others' songs, and she didn't like that. Besides, the deal had little chance of becoming something real. She opted out and accepted a generous publishing contract with Sony/ATV. She was the youngest songwriter the company had ever signed.

In eighth grade, Swift talked her parents into relocating to Hendersonville, Tenn., outside Nashville, with her younger brother Austin in tow. She would write at her publisher's office for a few hours each week after school, recounting her day and griping about the flaky boys for whom she had no patience. Her mom would pick her up afterward. While performing at an industry showcase, Swift caught the attention of longtime promotions executive Scott Borchetta. When Borchetta started his own record label soon afterward, in 2005, he snapped up not only Swift but also an investment in his business from her father. The next year, Swift's first album, *Taylor Swift*, came out. Three months after its release, the Recording Industry Association of America (RIAA) would certify it as gold, en route to the five-times-platinum certification it would receive by 2011. Easy enough, right?

No. Seemingly everyone who works with Swift cites her uncommon determination and exacting nature. Arturo Buenahora Jr., the former Sony/ATV executive who first signed Swift, says that even at 14 the singer would decline the help of 40-year-old men with long track records of country-hitmaking success. Ryan Tedder, who has written and produced songs for artists from Beyoncé to U2 and wrote two songs with Swift for 1989, noticed her focus too. "Ninety-five times out of 100, if I get a track to where we're happy with it, the artist will say, 'That's amazing.' It's very rare to hear, 'Nope, that's not right.' But the artists I've worked with who are the most successful are the ones who'll tell me to my face, 'No, you're wrong,' two or three times in a row. And she did."

Liz Rose, Swift's most frequent co-writer, says scores of girls have requested her services in recent years, hoping "to write a Taylor Swift song." And Rose says she has to tell each one, "Honey, no. Only Taylor Swift could write those songs."

It isn't just that Swift pulls nearly all her material from her own life. She writes, at her finest, with a poet's delicate touch and a dramatist's nose for conflict. From the first line of her first single, 2006's "Tim McGraw," Swift stood apart: "He said the way my blue eyes shined put those Georgia stars to shame that night/ I said, 'That's a lie.'" In that song, and throughout that album, Swift presented herself as an unlikely mix of coquettish and world-weary, eager and ready to fall in love and equally ready to lose it all. The debut had songs of infatuation and songs of vengeance, all of them mercifully less twangy and anesthetizing than what the rest of mainstream country had to offer.

And off she went, collecting admirers from an older generation with its own songwriting bona fides.



**'FIFTEEN'**  
Fearless, 2008

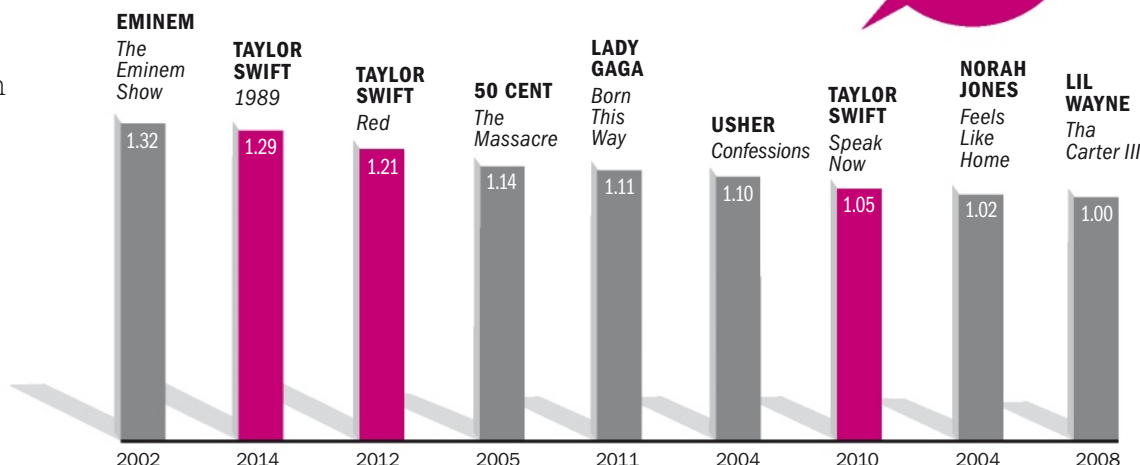
Swift's wrenching meditation on young love gone awry and how to move on

# BREAKING RECORDS

Taylor Swift has shown significant selling power even as global album sales have flagged in recent years

SWIFT'S NEW ALBUM, 1989, HAD THE BIGGEST WEEK OF SALES SINCE THE EMINEM SHOW IN 2002. FIGURES IN MILLIONS

Swift has made 3 of the 16 albums this millennium that sold more than a million copies in one week



Kris Kristofferson, Bruce Springsteen, Dolly Parton—all were wowed by Swift's craft and poise. At her best she can write stories like Joni Mitchell's and set them to melodies as memorable as Pharrell's. But she can also sell like Abba, traverse genres—proving stronger than the format constraints that have strangled scores of high-profile artists—and attract an audience that seems more vast and more loyal than any other artist's. She has introduced to her fans an earnestness and craft, a form of romanticism, that seems to be in short supply elsewhere in society. She has pulled it off in an era seemingly dead set against such triumphs—one in which audiences are far more likely to splinter than to coalesce—all while masquerading to many as a teen idol, hiding in plain sight.

Carly Simon, who duetted with Swift on "You're So Vain" in 2013 before a sold-out stadium crowd, says Swift is "a shooting star." As a songwriter, she reminds Simon of herself—"she's coy about the subject matter"—but she's another kind of performer. "I wouldn't compare her to Joni Mitchell, Carole King or me. Onstage she's a showman, sort of like Elton John." Simon has recently purchased Swift's old tour bus, since she doesn't care much for flying. She says Swift gave her a discount ("the price you'd charge your sister") and even left all her linens onboard.

## Along for the Ride

ONE DAY IN EARLY 2014, TEDDER, THE PRODUCER, songwriter and OneRepublic front man, was walking down Abbot Kinney Boulevard in Venice, Calif., when he got a call from Swift. She wanted his help on her new album, and the energetic Tedder knew it was a match from the start. "If anyone else's bloodstream has trace amounts of Red Bull, hers does," he says. She told him that she loved the '80s, and she wanted snapshots of every era of pop from her life. Most important, Tedder says, Swift said she wanted him to ditch every notion he had of her sound. "There is no country on this

album. Pretend I'm this new artist who just needs to make this album that defines her career," she told him.

Even though *1989* is her fifth album, released eight years after her first, it may indeed come to define her career. It marks Swift's split from Nashville, both literal and figurative. ("For the record, this is my very first documented and official pop album," she told fans when she announced it.) The old marriage was always one of convenience. The Pennsylvania-reared Swift—no more authentically country than a coastal Cracker Barrel—found in Nashville a chance to make it on the strength of her songs. Had New York City or Los Angeles, the nation's other two musicmaking capitals, found Swift first, surely they would have sanded down her rough edges, straightened the curls from her hair. Since Swift had been in Nashville, earnestly, from the start of her career, she was welcome to stay as long as she liked.

Her country writing had always been sharp, even by the genre's tough standards. *Fearless* offered "Fifteen," which situates Swift's ninth-grade romantic troubles alongside those of her real-life best friend Abigail and builds and builds until: "Back then, I swore I was gonna marry him someday, but I realized some bigger dreams of mine/ And Abigail gave everything she had to a boy who changed his mind, and we both cried." Some of Swift's detractors said she was crusading for chastity, but the song captures too the wrenching myopia that every high schooler suffers.

Her catalog is filled with songs like that, songs that on second and third listen transcend their narrative focus. Take "Enchanted," on 2010's *Speak Now*, the album Swift wrote without any assistance from co-writers. On first pass, the nearly six-minute-long track sounds like the work of an obsessive, unrelatable mind. But listen again and you hear a song about all of life's impossible relationships—like the crush that persists for just two stops on the subway—and the dueling senses of opportunity and futility that pervade all affairs of the heart.



**'ENCHANTED'**  
*Speak Now*, 2010

A sprawling, jagged opus about the possibility and impossibility of love at first sight



NUMBER OF ALBUMS IN THE U.S. SOLD BY AGE 25 (ACCORDING TO NIELSEN SOUNDSCAN)

Taylor Swift\*



24.2  
MILLION

Justin Bieber\*



10.7  
MILLION

Usher



9  
MILLION

Lady Gaga



6.4  
MILLION

Rihanna



4.8  
MILLION

Miley Cyrus\*



4.5  
MILLION

Beyoncé\*\*



4.5  
MILLION

Carrie Underwood



1.9  
MILLION

IN GOOD COMPANY: SWIFT'S CORPORATE PARTNERS



KEDS

Swift became the face of the classic American canvas-shoe company in 2013 and has since released her own collection of sneakers



ELIZABETH ARDEN

Since 2011, Swift has released four signature fragrances, all named for song lyrics, with the cosmetics giant



TARGET

Like other artists including Coldplay, Swift has released deluxe physical versions of her albums for Target's stores



DIET COKE

Swift has partnered with the soft drink since January 2013. A recent commercial debuted a song and joked about her love of cats

The biggest haul in country-music history

**\$150 MILLION**

Gross revenue from Swift's 2013–14 Red Tour

\*Swift turns 25 on Dec. 13. Bieber turns 21 in 2015. Cyrus turns 22 on Nov. 23.

\*\*Beyoncé's solo albums only

Sources: Nielsen SoundScan; Billboard



While recording 2012's *Red*, Swift found herself in need of a new sound. Borchetta, the president of her record label, heard a version of her song "Red" produced by her usual collaborator Nathan Chapman. Borchetta says, "The song was brilliant—great melody. But I told them that the way it was recorded, guys, the production just doesn't match the song. It needs a pop sound." So Chapman and Swift asked Borchetta if they could take another crack at it. They did—and it was worse, Borchetta says, than the first pass. "And Taylor basically said, 'All right, would you call Max?'"

"Max" is 43-year-old Max Martin, perhaps the most successful pop songwriter of the past 20 years. (Swift's "Shake It Off" marked his 18th No. 1 on the *Billboard* Hot 100; he trails only two guys named McCartney and Lennon.) Martin, who is based in his native Sweden and rarely gives interviews, made his name in the late 1990s writing and producing R&B-inflected bubblegum-pop hits for Britney Spears, Backstreet Boys and 'N Sync. After that era gave way, he found a second life helping Pink and Katy Perry develop their electronic sounds. Martin and his protégé, Johan "Shellback" Schuster, made for unusual collaborators for Swift, given how tight she had kept her pre-*Red* circle. But she was ready to experiment, and they were ready to help. "We Are Never Ever Getting Back Together," the bouncy single the three made, became Swift's first No. 1 on the *Billboard* Hot 100. "I Knew You Were Trouble," a rocking electronic track, would later hit No. 2. She knew she had found her dream collaborators, Swift says, and Martin was her first choice to co-executive-produce 1989 with her.

Her goal with 1989, she says, was a "sonically cohesive" album, one that didn't straddle genres as *Red* and *Speak Now* had. And she has achieved it, writing an album louder, snappier and poppier than anything she released before. Tedder says it was entirely Swift's doing. "People will look for a hole to punch in

the Taylor Swift poster and say, Oh, you've got Max Martin, me, Jack [Antonoff] from fun.—established hitmakers. But I think any one of us will tell you, it's really Taylor. We're acting as editors. She's driving, we're along for the ride."

On 1989, Swift changes thematically too, deadpanning about her man-eater reputation in "Blank Space" and describing for the first time a girl who cheats on her tomcat boyfriend in "Style." The old Swift rarely explored gray areas. Yet, she says, "when you're growing up and essentially publishing your diary for the world to read, you end up incorporating new themes as these themes become evident to you in your own life."

Her life is full of new themes. Around the time of her previous album release, in 2012, the public seemed to know Swift best as a serial dater—John Mayer and Jake Gyllenhaal were among her famous boyfriends—and a new queen of the kiss-and-tell. (*Rolling Stone* put her on its cover in 2012 as "The Heartbreak Kid.") Before that, Swift was best known to nonfans for the time Kanye West filched her mike at the 2009 MTV Video Music Awards to say that Beyoncé, not Swift, deserved the award for Best Female Video. (Afterward, West apologized, and even President Obama came to Swift's defense, calling West a "jackass.")

But since 2012, Swift's public image has morphed in tandem with her private life. Her last public relationship ended in January 2013, and thereafter she cut her hair, made a bunch of new friends (Lena Dunham, Karlie Kloss and Lorde) and moved from Nashville, where she had lived and worked since high school, to New York City. "It's so refreshing to see people move on from the idea that all I do is sit in my lair and write songs about boys for revenge," she says.

She bought a \$19.9 million pair of penthouses in Manhattan's Tribeca neighborhood that had once belonged to the director Peter Jackson and soon became, judging by photographs, a fixture on the city's



**'ALL TOO WELL'**

Red, 2012

Swift remembers a relationship's vivid little moments after a long breakup

sidewalks. New York City's tourism organization announced Swift as its new global welcome ambassador in October, despite her being trapped inside more than she'd like: "If I'm in the mood to be held accountable for every single article of clothing on my body—whether it matches, if it clashes, if it's on trend—then I go out. If I'm not interested in undergoing that kind of debate and conversation—regarding how I'm walking, whether I look tired, how my makeup is right, what's that mark on my knee, did I hurt myself?—I just don't go out." At least the city's paparazzi are polite, she says, and yes, she knows how peculiar that rationalization sounds.

## The Two Taylors

SWIFT LIKES TO TELL A STORY ABOUT HOW SHE CAME to be named Taylor. Well, she likes to tell two. The first is that she was named for James Taylor, the gentle "Fire and Rain" singer whom her parents adored. And the other: "My mom named me Taylor because she thought that I would probably end up in corporate business—my parents are both finance people—and she didn't want any kind of executive, boss, manager to see if I was a girl or a boy if they got my résumé."

The businesswoman wound up in Swift anyway. She has sponsorships with Diet Coke and Keds, and for the sake of album sales she has aligned herself not only against Spotify but with Target. More than a third of Swift's first-week sales came at the retailer, where among the store-exclusive bonus tracks on *1989* are Swift's intimate voice memos explaining her craft. Like so many millennials born into the upper middle class, Swift has benefited from the demise of the concept of selling out. By now, Americans are used to brands' ubiquity, and her product placement is hardly intrusive. What does it matter, really, that "Style" premiered in a Target commercial rather than in a small concert?

Swift says her big sales figures matter "because I realize how important of a statement it makes to everyone to whom statements are very important." An anxious industry needs some cheering up. What Joni Mitchell once called the starmaker machinery has come to sputter since the Internet's rise. Many record stores have closed, many music magazines have stopped printing, and MTV has become a reality-TV programmer indistinguishable from any other on cable.

*1989* looks backward with its synthesizers, drum machines and Polaroid-centric aesthetic, but Swift also brought back the past with the hoopla surrounding its release. In 1989 the U.S. music industry (top sellers: Madonna, Janet Jackson, Fine Young Cannibals) brought in over \$12 billion, adjusted for present-day inflation, according to the RIAA. In 2013? Less than \$7 billion. Swift says she wanted to make "an

album that's really an album-album—highlighted, underlined, all-caps, exclamation points at the end of it." Not too many artists have free rein to do that. But Swift's fans, enamored and protective of her after years of confessional and moving songs, will support her—and her business prerogatives—whatever her industry's headwinds.

For instance, she wants to keep playing stadiums. She recalls a rainy night in Foxboro, Mass., in June 2011. The forecast had been for clear skies. "And in the middle of the show, a torrential downpour starts. In my head, the first thing I'm thinking is, Everyone's going to leave. We're seven songs into this show, and they're going to leave. I'm going to be playing to no one. And it's going to look just like my nightmares look. But instead of leaving, they just danced."

Her fans' loyalty extended so far as to police online leaks of *1989* in the days before its release. Album sales mattered to her, and so too would they matter to her fans. Swift later told NPR that it was the first time an album of hers had leaked but not trended on Twitter—and she thanked the Swifties for it.

From them, Swift says, she has enjoyed "extreme, unconditional, wonderful loyalty that I never thought I'd receive in my life, not from a best friend, not from a boyfriend, not from a husband, not from a dog."

The fans she assembled on the night of Caylee's 21st birthday were of that loyal breed. Swift herself had picked them from Twitter, Tumblr and Instagram, with vetting help from her staff, to attend the final evening in a series of "*1989* Secret Sessions." All summer, Swift had invited groups of her most fervent followers to her homes (in Manhattan, Los Angeles, Nashville and Watch Hill, R.I.) and to a hotel room in London to preview her forthcoming album. Once they signed nondisclosure agreements, she would bake for them and give them little bits of commentary about the tracks. Then they would pose with Swift for goofy Polaroid shots.

On this final night, though, with the album finally in stores en route to selling nearly 1.3 million copies in its first week, the session had turned a little less secret than the others. Swift played her songs live, two of them for the first time, on a downtown rooftop, simulcasting the performance on Yahoo and iHeart's stations to an audience worldwide. Behind her, the towers of the Financial District punctured early-evening amber skies. And the lights atop the Empire State Building—a versatile LED rig installed just two years ago—danced to the beat of Swift's just-released songs. Four years earlier, Swift first sang, "How the kingdom lights shined just for me and you." On the ground, no one understood what was going on. But up on the roof, Swift's fans shimmied and shivered, anything to ward off the evening's chill, as they gazed up at their queen while she looked out over her new, vast kingdom.



**'BLANK SPACE'**  
1989, 2014

Swift gets sardonic and snappy about her tabloid reputation



**Country rose** Swift,  
photographed in the  
garden behind her  
parents' house in  
Tennessee. She has left  
Nashville and its sound  
behind for now

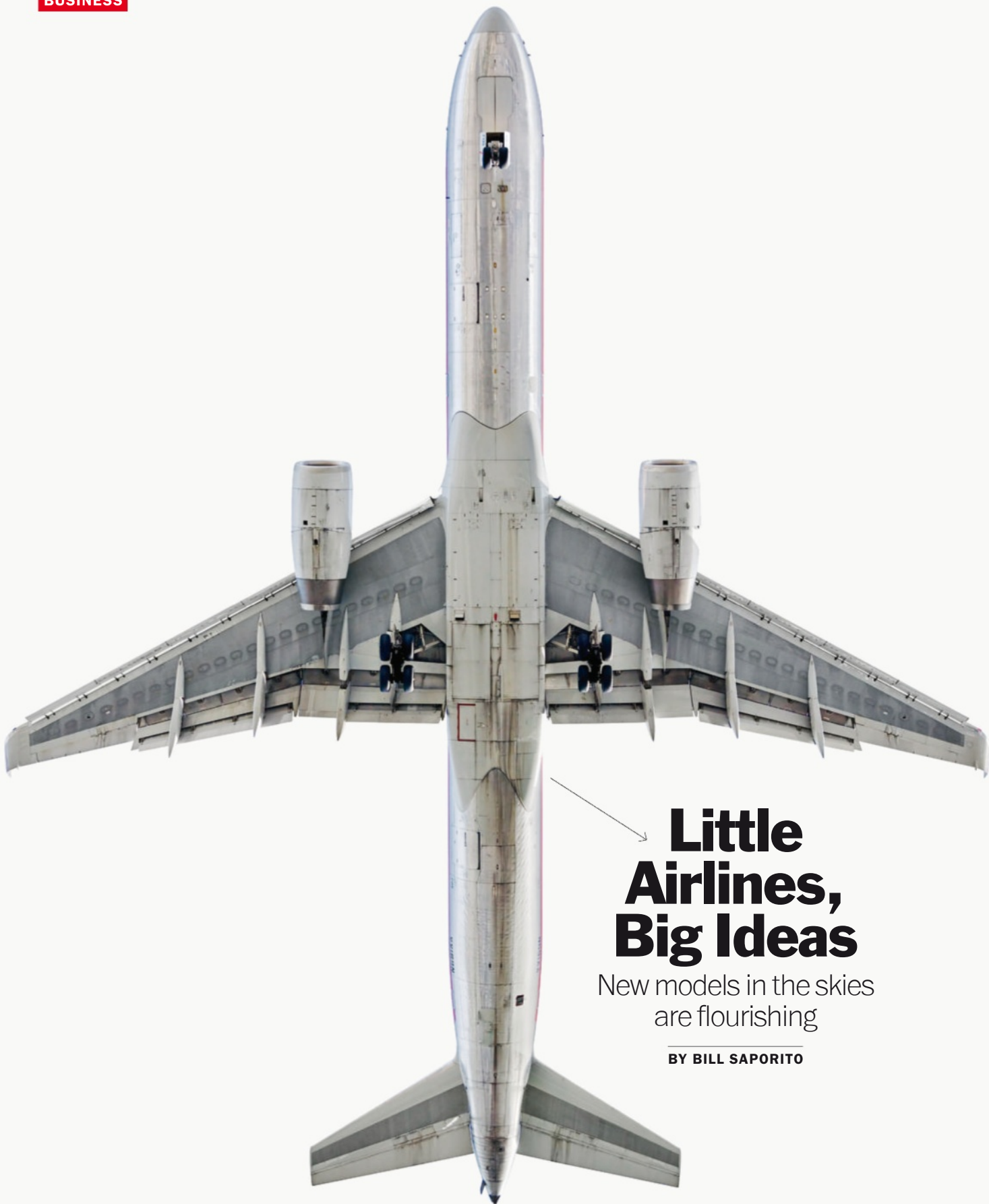






*“I want  
to be  
a bench.  
Recycle me.”*





# Little Airlines, Big Ideas

New models in the skies  
are flourishing

BY BILL SAPORITO

GETTING A NEW AIRLINE OFF THE GROUND isn't all that difficult. Keeping one going, however, is a different story. Hence the decades-long casualty list of upstarts—everything from the bargain-basement People Express to the way-too-posh Eos—that had their wings clipped by competitors, the economy or management blunders. Bad business models don't fly.

But three new or rapidly expanding airlines think the models they've developed can give them an edge—and even provide better service than some legacy carriers. Why now? Global deregulation has thrown open previously closed markets, allowing foreign airlines that could once fly only between their own nation and designated U.S. cities to touch down wherever they want. Technology has leveled the playing field for upstart airlines, which no longer need sales and marketing offices everywhere they fly. Automated ticketing and check-in also eliminate the need for a big, costly ground staff. And consolidation among the mainline carriers means fares have increased while the number of available seats hasn't.

That, a group of global entrepreneurs believes, leaves room for new entrants. They have another advantage: better planes. Advances in aircraft—they can run longer and leaner—change the competitive calculus. Boeing's Dreamliner, which is flying again after a spate of technical problems, is \$15 million cheaper to run on an annual basis than comparable older jets.

Frantz Yvelin, founder and CEO of La Compagnie, figures the gap between business-class fares and coach fares is so large, he can fly a 757 through it. Or two. La Compagnie, Yvelin's new carrier, runs 74-seat, all-business-class 757s between New York City and Paris, charging about \$2,000 round-trip vs. \$5,000 to \$11,000 for the same seat on a larger carrier. "We are trying to bring to the long-haul premium-transportation market what Southwest has brought to the low-cost, point-to-point short- and medium-haul market," he says.

In Europe and the U.S., it's now ultra-low-cost carriers (ULCCs) such as Spirit and Ryanair that have attracted new customers with à la carte pricing. You pay a cut-rate price for a seat, but everything else has an added fee: baggage, meals, seat

## THREE NEW MODELS

### 1. WOW Air

The Iceland-based upstart plans to emulate Spirit Airlines by offering low prices—but you'll pay for baggage and other extras.



#### FLEET

Unlike most other overseas carriers, WOW uses A320 narrow-body aircraft: they're not as crowded, and they don't use as much fuel.



#### DESTINATIONS

Service starts next spring from Boston and Baltimore to Reykjavik, with continuing service to 18 other European cities.

## \$99

#### BOSTON TO REYKJAVÍK

The low introductory fare sold out quickly, but even at twice that price, the carrier is bound to find takers.

location, even printing a boarding pass. Iceland-based WOW Air is trying to make that concept fly in the transatlantic market, albeit with a higher level of service. "The rise of the ULCC has been very successful when you look at Europe and the U.S. When you look across the Atlantic, there is none," says Skúli Mogensen, a tech entrepreneur who founded WOW in 2011. "There is a great opportunity. You can offer much more attractive fares and still be profitable by offering this same model."

WOW recently launched four-times-a-week service from Baltimore and Boston to Reykjavik for as little as \$400 round-trip, with continuing service to 18 other European cities. Unlike some long-haul carriers, WOW uses narrow-body Airbus A320s for the five-to-six-hour trip. Using smaller jets means you need fewer passengers to fill them, so there's less capacity risk; charging 400 bucks round-trip almost guarantees you'll get all the passengers you need.

The WOW approach is the opposite of another Scandinavian carrier, the rapidly growing Norwegian Air Shuttle, although both are devotees of the ULCC model. Already a power in Europe's short-haul market, Norwegian has taken advantage of global deregulation to take on long-haul, point-to-point service. The company is flying wide-body, 294-seat 787 Dreamliners to London from New York City and Los Angeles as well as Orlando and Fort Lauderdale, Fla. The company is also running from Oakland, Calif., to Oslo and Copenhagen. With 11 Dreamliners on the way, including the newest, longer-range 787-9s, Norwegian has big plans. "Everybody thinks that long-haul, low-cost is a different ball game," says CEO Bjørn Kjos. "What drives cost is utilization and how you operate."

All three carriers say they are taking advantage of the high pricing that has become a staple of the transatlantic market in the aftermath of industry consolidation. According to Kjos, 87% of transatlantic traffic is controlled by carriers belonging to three large airline networks: OneWorld (which includes American), SkyTeam (Delta) and Star Alliance (United). "The logic behind [Norwegian] is that we see the revenue per seat kilometer of these networks—the fares are extremely high," says Kjos. People flying within the European continent, especially on long flights, pay a lot less per





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kilometer than they do going across the pond, he says.

But the truly big gap is between business class and coach. The typical fare between Paris and New York City is \$5,000 to \$9,000, vs. \$1,000 in coach. That difference represents an enormous amount of revenue for the carriers. “There is one easy number for you to remember: business-class passengers are 15% of the total between Paris and New York,” says Yvelin. “Those passengers represent 50%-plus of the revenue. You don’t have to do very high-level economic studies to know where the money comes from.”

The folks riding in the front of, say, Air France’s jets tend to be business elites who aren’t paying the freight: their employers are. Part of Yvelin’s rationale is that there has to be a significant number of individuals willing to pay a reasonable premium—\$500 to \$800 round-trip—over coach to get the luxe treatment in the air. That’s been true in the four months La Compagnie has been operating. He’s also banking on the fact that even large companies are clamping down on travel costs. “You have two kinds of pain,” says Yvelin. “The first was traveling coach, especially on long haul. The second pain was a financial one, traveling business class. Now, traveling with La Compagnie, you have solved the equation.”

La Compagnie is promising everything the legacy carriers do, except a crowded jet. Passengers get fast-tracked through security and have access to a business-class lounge. Being that this is a French company, good food and wine are a given. Most important, La Compagnie has lie-flat beds with massage features similar to those of major carriers. The only thing missing is the angry crowd plowing into the coach section. With just 74 seats on a 757 that typically carries 150 to 180 seats, there’s no crush to board.

Yvelin says he knows the model can work because he’s done it already. In 2006 he created L’Avion, a premium coach and business-class low-cost model that ran between Newark, N.J., and Paris. But after he sold the company to British Airways for more than \$100 million, the new owner began to change the product, now called Open Skies. In his second iteration, Yvelin thinks La Compagnie is more compelling

## 2. La Compagnie

An all-business-class carrier that aims to narrow the huge gap that now exists between the front and the back of the plane.



### FLEET

La Compagnie uses workhorse 757s outfitted with 74 seats. A typical 757 would have twice that many.



### DESTINATION

The carrier is flying between New York City and Paris. It hopes to appeal to lots of leisure travelers looking for a little luxury.

# \$2,000

### NEW YORK CITY TO PARIS

Compared with current business-class fares of up to \$9,000 round-trip on the majors, it’s a relative bargain.

because the price gap between the front and back of the jet has grown while coach service has deteriorated.

## Better Planes

ANY COMPANY CAN CHARGE YOU LESS FOR an airline seat, but making money doing so requires a lower cost base and a lot of discipline. That’s why Norwegian has placed its chips on the Dreamliner. The composite-airframe Boeing jet has a lower fuel burn than a comparable Airbus A340. That means not only that the Dreamliner is cheaper to run but also that you can keep it in the air longer—a higher utilization rate, in the parlance. “You can’t be on the ground for four hours,” says Kjos. “You have to be on the ground for 90 minutes.” High utilization has helped keep Norwegian’s costs low: 6¢ per available seat kilometer, a figure bettered in the industry by only Ryanair.

As is typical of a ULCC, Norwegian is addicted to what the industry calls ancillary revenue—that is, money paid for anything not included in the basic ticket price. In Norwegian’s case, that amounts to 11% of the company’s \$2.3 billion in revenue last year. The formula appears to be working. In its third quarter of 2013, Norwegian posted a 41% traffic gain and a load factor—the percentage of seats that are occupied—of 84.6%, up 3.2 percentage points compared with the previous quarter. Its average flying distance grew 14%, evidence of the focus on long haul.

WOW is focused on the same utilization ratios as Norwegian, a task made more important because most of its passengers are connecting. WOW’s scheduling keeps its A320s in the air for up to 20 hours a day. The planes are barely on the ground long enough to load and unload passengers.

At \$200 from Boston to London via Reykjavík, Mogensen doesn’t see the need for a stopover as an impediment. More than half of the 50 million annual transatlantic passengers have to stop over to get to their final destinations anyway. “The fact that you land in Iceland and stop there for an hour or two really isn’t that big of a deal,” he says. To make it easier for the passengers, WOW’s A320s have 200 seats vs. the more typical 220 seats found in most domestic A320s.

And as with all ULCCs, the entry price entitles you to just a seat on a jet.



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Unlike Yvelin and Kjos, Mogensen is no airline veteran. He sold his telecom tech business to Nokia in 2008, but before he could find something else to invest in, the financial crisis arrived, crushing the economy of his native Iceland in the process. He sat on his money until 2011 to start WOW, first by buying a local operator. "I had no experience with airlines or running planes," he says.

But he had a ton of telecom experience, and it was clear to him that Internet technology had changed the airline industry, effectively nullifying some of the scale benefits enjoyed by the big network carriers. Applying technology in reaching out to customers allows a small airline operating out of Iceland to compete with a huge one operating out of, say, Dallas. "The travel category is the single largest category online—I really felt that was a game changer. It's become more technology-driven than people understand. I really did feel that I understood the dynamics of the marketplace," says Mogensen.

That includes online marketing and managing customer relationships. For instance, some 80% of the company's transactions are handled online, eliminating the need for sales offices. The Internet is its primary distribution channel, so there are no travel agents and almost no other intermediaries. Gate staff, catering and aircraft maintenance are outsourced, allowing WOW to operate with a staff of just 175.

So far, it's working. The company quickly sold out its initial U.S. capacity, although the ultra-low promotional price had something to do with that. In Europe, though, where it knocks heads with other ULCCs, WOW has a 90% load factor and also lays claim to being Iceland's most on-time airline, with 94% of its departures

running on time. That's not only good for passengers; it's also essential to maintaining the high utilization rate. "It gives us confidence that we can offer this great pricing in the States," Mogensen says.

The number of passengers has increased from about 90,000 in 2012 to 450,000 last year; in 2014 the company hopes to hit 720,000 passengers. WOW added two A320s this year to start its U.S. operations and will take delivery on four more jets in 2016. And Airbus' new, extended-range A321neo will eventually allow WOW to reach just about anywhere in the U.S. Mogensen is aiming to add four more U.S. markets in 2016, perhaps even New York, which has more overseas traffic than any other city.

He also sees Iceland becoming more attractive as a tourist destination. Recession-induced currency deflation has made the nation a bargain, and tourism is growing at a 20%-a-year clip. One draw: an active volcano that Mogensen calls the most exclusive and unique theme park in the world.

### Where to Next?

CAN THE EUROPEAN MODELS REALLY translate in the hypercompetitive U.S. market? The legacy carriers have a long record of not tolerating low-cost competition. In the past, they would drop fares and bleed money to protect a tenth of a point of market share. Today they are less inclined to defend share at all costs, particularly when they too are running at more than 80% of capacity. By the same token, Baltimore or Boston to Reykjavik is not exactly a highly contested route.

Yet when Mogensen looks at the ULCCs in Europe, he notes that they grabbed 30% of the market within 10 years. More important, the ULCCs have expanded the size of the market. Lower fares make it possible for more people to fly. WOW expects to introduce Iceland and Europe to a bunch of newbies. "That's very important to this model," he says.

The path laid down by Spirit and Allegiant, and before them Southwest and JetBlue, has demonstrated that some consumers are willing to try new carriers that promise something better, be it price, service or a little of both. Even if they have to give up something in return, say, a guaranteed seat assignment. Or legroom. ■

## 3. Norwegian

The ultra-low-cost European carrier wants to make the U.S. its next big market.



### FLEET

Norwegian operates Boeing's new 787 Dreamliner on transatlantic routes and 737-800s within Europe.



### DESTINATIONS

It offers direct flights from the U.S., including from Orlando, Fla., New York City and Los Angeles to London, Oslo and Copenhagen.

# \$250

### NEW YORK CITY TO LONDON

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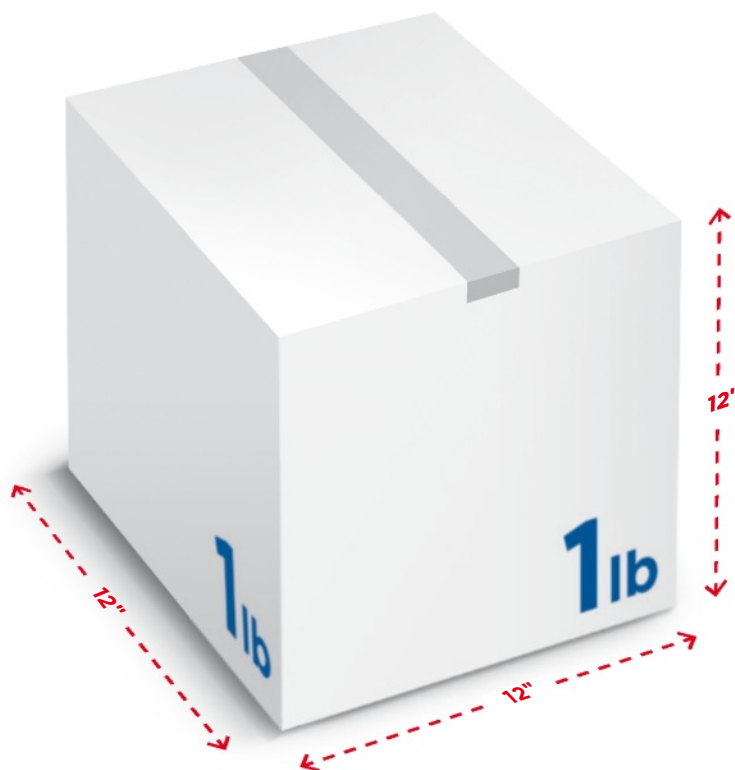


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# Remaking Money

## The new charge to disrupt lending

BY DAN KEDMEY

JUDGING BY THE NUMBERS, MAX LEVCHIN'S life has had a quantum-leap quality most people would envy. His first jump came in 2002, shortly after he sold off his ownership stake in PayPal to eBay for an estimated \$34 million. He was 27 years old, flush with cash and adrift in an ocean of downtime.

There was only one way out: launch another company. So in 2004 he started a personal-media-sharing service, Slide, which he eventually sold to Google in 2010 for \$182 million.

Today, at 39, Levchin is at work on a third company, Affirm, and it's not looking to make millionaires its main customers. Like PayPal before it, Affirm has grand ambitions to remake the way everyday consumers think of and use money. That's a popular endeavor in Silicon Valley these days, as a raft of startups as well as giants such as Apple and Google tackle everything from payments and digital currency to venture investment and lending. Twitter and Facebook are also testing ways to let users send micropayments through their social networks. (On Sept. 30, eBay said it would spin off PayPal in 2015 to help it better compete with newer rivals.)

Affirm, which over the past year has raised \$45 million from venture-capital firms, is fashioning itself as a lender. It offers consumers the option to split payments over time, which a growing number of online retailers have added to their checkout pages.

Affirm's 32 employees have set up shop in San Francisco on a quiet street lined by venerable brick buildings, some of which withstood the infamous earthquake and fire of 1906. Here, Levchin appears to be thriving. Since Affirm launched six months ago, three to five businesses a week have adopted the new payment platform. At that rate, nearly 100 businesses will have a "Pay with Affirm" option this holiday shopping season. Levchin still favors the startup-chic look: a puffy sleeveless winter vest, unzipped to reveal



↑  
**Mad Max** Levchin has started three technology companies and runs a venture-capital firm

a weathered T-shirt that practically announces, "I've got bigger things to worry about than shopping."

But Levchin has been obsessing over shopping. He has been visiting retailers across the country, asking about the state of consumer lending. Millennials have a tentative relationship with it, often because they either don't want or don't



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qualify for a credit card. More than 6 in 10 of them say they have never signed up for a credit card—a group that has doubled in size since the financial collapse of 2008. Enter Affirm, which allows users to get instant loan approval by tapping their personal phone numbers on the site's welcome page. Affirm makes lending decisions based on the data associated with that number on the Internet. "It anchors you to a whole host of information that is entirely public or pretty close to public," says Levchin.

Affirm can, for instance, scan for background information across social media or dip into proprietary marketing databases and combine that with credit histories. In total, the Affirm team has identified more than 70,000 personal qualities that it thinks could predict a user's likelihood of paying back a loan. Affirm claims to capture a borrower's profile in full.

The company is so confident in its claims that it puts its own money on the line, extending loans to people whom banks might normally consider a risk. Active-duty soldiers, for example, sometimes return home with scant credit histories. A host of regulations require lenders to extend credit to the soldiers, even if the decision goes against their better judgment. As a result, Levchin says, some lenders have eyed returning soldiers with suspicion.

"I couldn't care less about the narrative of why that might be true," he says, "except that I know it's actually not. From all the loans we've issued, I think we've had literally 100% repayment rate from active-duty servicemen." Of course, military service is just one of at least 70,000 variables that can tip Affirm in the user's favor. The formula is complex by design so that no one user can game the system by, say, posting "brain surgeon" as a new job on LinkedIn and then requesting a fat line of credit.

Whether Affirm will truly upend the rules of lending will depend on its ability to collect interest on loans without resorting to hidden fees. The service alerts users to approaching payment deadlines and clearly states fee rates before they arrive.

Affirm also has to lend at the right rates to the right people. Fortunately for the company, it has plenty of venture capital to test-drive its unified theory of lending. The

## Tech Takes Aim At Cash

Silicon Valley's ambition: change the way that people exchange money



### ONLINE PAYMENTS

**1. E-commerce venture Stripe** has raised about \$140 million and distinguishes itself from competitors with its dead-simple setup. It has already landed deals with Apple, Twitter and Alibaba to help process digital payments.

**2. Dwolla** allows users to send money via social-media networks like Twitter and Facebook. It also sealed a partnership that eliminates bank-transaction wait times. The company has raised \$32.5 million.



### MOBILE PAYMENTS

**1. Apple Pay** is a digital wallet that is touted for its data security. It has teamed up with major credit-card companies and popular retailers to make payments as simple as waving an iPhone at the register.

**2. CurrentC**, a joint venture of several major retail companies, is an upcoming mobile wallet that has drawn controversy after some of its member stores blocked Apple Pay. The service will be released in early 2015.

company says it plans to lend \$100 million to consumers over the next 12 months.

Longtime financial analysts have doubts about how quickly the norms of lending can be changed. Not that traditional banks haven't been trying. "Social media in particular has been a topic that financial institutions and credit-score providers have kicked around for a number of years," says Michael Misasi, a senior analyst with Mercator Advisory Group. "I think everyone is still trying to figure out how accurate that data really is." The online data that purportedly offers a more intimate view of a borrower's behavior could also be a minefield of inaccuracies and distortions. "What they put out there for others to see might not really be an accurate assessment of who they are," Misasi says.

Then there is the question of how long Affirm can fly under the regulatory radar. Traditional financial institutions must navigate a thicket of rules regarding whom they lend to and how the terms of the loan are disclosed. "Lenders have to make sure that the algorithms they're using aren't unfairly discriminating against any particular segment of customers," Misasi says. "It's still a pretty unclear space, regulatory-wise."

Levchin himself may be Affirm's greatest asset. Born and raised in Soviet-era Kiev, he comes from a long line of physicists and had a chance encounter with coding. His mother was a radiologist at a research institute in Ukraine, where she was tasked with extracting reliable measurements from aging, prewar Geiger counters, which spewed out a tremendous amount of erroneous data. Her manager dropped a computer on her desk and asked her to program her way to a more reliable reading. Stumped, she turned to her 11-year-old son and asked, "Do you know anything about this stuff?"

The question kick-started Levchin's lifelong love of programming and, he says, made him aware of what data a machine can capture and what essential points might elude its sensors. "The fact that we can look at data, pull it and underwrite a loan for you in real time is very valuable, because we can literally decide, 'Hey, in the last 48 hours you got a new job—that changes things a little bit,'" he says. "Now you're able to afford more." ■



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<sup>1</sup>2013 Aflac WorkForces Report, a study conducted by Research Now on behalf of Aflac, January 7 – 24, 2013. <sup>2</sup>Aflac Company Statistics, October 2013. One day processing turnaround based on business days after required documents are received. Online claims available for Accident, Sickness, Cancer & Wellness claims. **Coverage is underwritten by American Family Life Assurance Company of Columbus. In New York, coverage is underwritten by American Family Life Assurance Company of New York.** Worldwide Headquarters | 1932 Wynnton Road | Columbus, GA 31999

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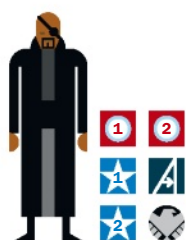
**THE WEEK**  
KATHERINE HEIGL  
RETURNS TO TV

# The Culture

## Flex Time Superheroes invade the small screen

By Eric Dodds

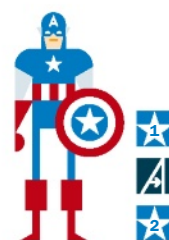
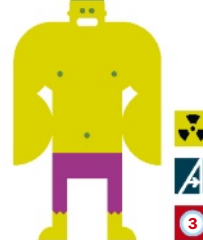
UNTIL RECENTLY, LIVE-ACTION SUPERHERO FARE WAS MOSTLY CONFINED TO FILM, with juggernauts like Marvel's *Avengers* universe and Christopher Nolan's *Dark Knight* trilogy as the undisputed standard bearers. Now Marvel and its chief competitor, DC Comics, are striking deeper into television. Although Marvel boasts film supremacy—for now—DC has taken an early lead on the small screen, with *Arrow* (CW), *Gotham* (Fox) and *The Flash* (CW). Marvel looks to keep pace with *Agents of S.H.I.E.L.D.* (ABC) and *Daredevil* (Netflix), which is scheduled for a 2015 release. For fans trying to figure out all the places to find their favorite characters, here's a guide.



NICK FURY



PHIL COULSON

TONY STARK  
IRON MANSTEVE ROGERS  
CAPTAIN AMERICABRUCE BANNER  
THE HULK

THOR



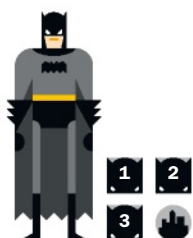
LOKI



MARIA HILL

NATASHA ROMANOFF  
BLACK WIDOWCLINT BARTON  
HAWKEYE

Each icon represents a film (square) or TV series (circle) in which the character has appeared since 2005, the year *Batman Begins* kicked off the ongoing revival of screen superheroes

BRUCE WAYNE  
BATMAN

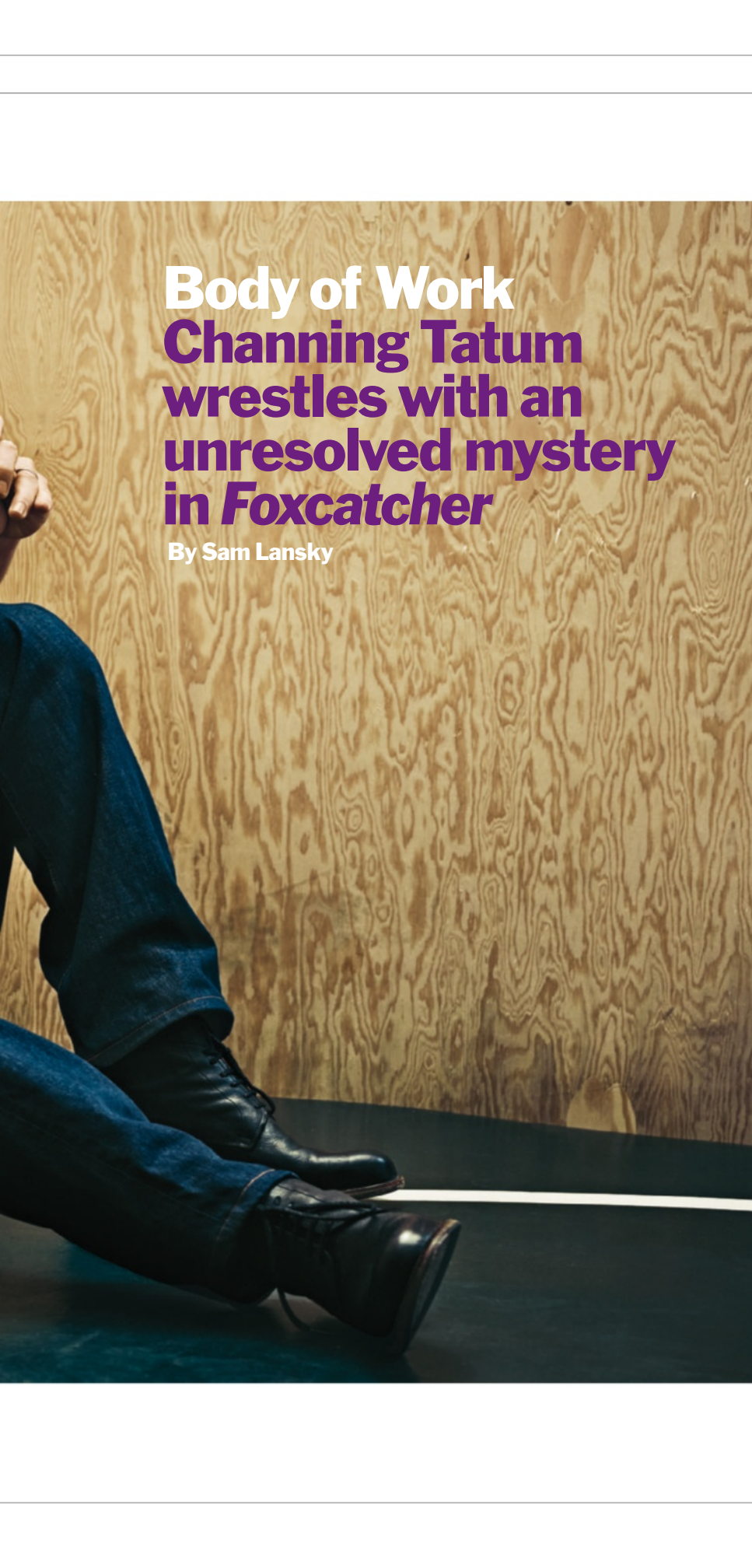
JAMES GORDON

OLIVER QUEEN  
GREEN ARROWBARRY ALLEN  
THE FLASHCLARK KENT  
SUPERMAN



**Brood awakening** *Tatum, photographed in Los Angeles. His Foxcatcher role is the darkest so far in an increasingly ambitious career*





# Body of Work Channing Tatum wrestles with an unresolved mystery in *Foxcatcher*

By Sam Lansky

CHANNING TATUM HAS A COLD, SO instead of shaking my hand, he bumps his elbow against mine by way of greeting. Like so many of Tatum's mannerisms, it's a little funny: there's some machismo there, but it's also goofy and oddly sweet. Those qualities intersecting—therein lies his charm.

We're at the Beverly Wilshire Hotel in Los Angeles. Earlier, during the photo shoot, he'd been more agile than his brawny physique would suggest, taking the photographer's direction to extend his arms like a fighter, then dropping nimbly to the floor to hit another pose. Now in an armchair with a cup of tea, he's still expressive—thoughtful, chatty, ever the good sport. All that charm is striking to see after watching him give such a muted performance in *Foxcatcher*, which may be the most claustrophobic, least uplifting sports movie of all time.

It's the darkest role yet for Tatum, who's eager to prove that he's more than just hired muscle. He's been an action star in over-the-top ordnance rippers such as *G.I. Joe: The Rise of Cobra* and *White House Down*, and a heartthrob in high-grossing weepies *Dear John* and *The Vow*. He's been an adept comic foil to Jonah Hill in *21* and *22 Jump Street*, as well as dirty-dancing eye candy in his 2006 breakout *Step Up* and the semiautobiographical male-stripper pic *Magic Mike*. "I've been the hungry kid at the buffet," Tatum says of his varied background. "I've wanted to taste it all."

But *Magic Mike* wasn't just chiseled male bodies on display; it marked Tatum as a more complex figure than his filmography indicates. Produced by Tatum and inspired by his experiences as an exotic dancer in Florida, the film, directed

by Steven Soderbergh, earned favorable reviews and turned into a box-office hit, raking in \$167 million worldwide from a \$7 million budget. (A sequel, *Magic Mike XXL*, will be released next year.) If Tatum is perceived by some as a good-looking lunk, he's not bothered by that. "Look, my parents had great genes. I was able to model for a short time," he says. "I still need to make myself understood. That's my job."

That's tough to do in *Foxcatcher*, which tells an eerie, confounding true story that can't be easily synopsized. Tatum plays wrestler Mark Schultz, a 1984 Olympic gold medalist living a humdrum life in snow-caked Wisconsin. His only bond is with his charismatic older brother Dave (Mark Ruffalo), also a gold-medal winner, who is warm and extroverted where Mark is reticent. Mark gets a ticket out by way of wealthy John du Pont (Steve Carell), who invites the athlete to move onto his Pennsylvania compound and train for the 1988 Olympics as part of his Team Foxcatcher wrestling squad. But du Pont, an ornithologist and heir to the chemical-company fortune, turns out to be mercurial and controlling, and the relationship between the two men unravels. When brother Dave agrees to coach the team, events spin toward a shockingly violent conclusion.

It's a challenging film and not immediately rewarding, a Greek tragedy in slow motion. Director Bennett Miller builds tension with unrelenting authority, but the climax arrives too late to provide much resolution, offering instead a lingering, palpable unease. Three exceptional performances make it all the more riveting. As du Pont, Carell wears a prosthetic nose and decayed little teeth; his motives could be benevolent or sinister. Ruffalo radiates fraternal warmth as Dave, a beacon of positivity in a dark film. Then there's Tatum, who doesn't so much play the part as disappear into it. Off the mat, he hulks and staggers, yet there's a lightfooted grace when he wrestles.

If anything, Tatum says, the experience was doubly gratifying because it almost didn't happen. After Miller made 2005's *Capote*, which was nominated for five Oscars, including Best Director, he wanted to turn his attention to the fascinating story of *Foxcatcher*. He'd been impressed by Tatum in the 2006 indie *A Guide to Recognizing Your Saints*. "He exploded in that film

## The Many Faces Of Channing



### THE SLICK MOVER

As a kid with fancy footwork from the wrong side of the tracks in *Step Up* (2006)



### THE ACTION FIGURE

As a soldier packing serious heat in *G.I. Joe: The Rise of Cobra* (2009)



### THE HEARTTHROB

As a sergeant keeping an epistolary affair alive in *Dear John* (2010)



### THE GOOFBALL

As an underachieving jock cop who goes undercover in *21 Jump Street* (2012)



### THE JACKED TORSO

As a hard-partying, entrepreneurial stripper in *Magic Mike* (2012)

to me," Miller says. "He was dangerous and flawed in a way that he didn't realize." But in its earliest stages, *Foxcatcher* didn't capture Tatum's attention.

"I read the script seven years ago," Tatum says. "I didn't get it at first. Why do you want to make this? There's no resolve. There's no nothing. Thank God I didn't do it then. I don't think I would have understood it." But when the two men reconnected during a chance meeting on the Sony lot years later, Tatum saw the project in a new light. "He made a specific choice not to resolve it," he says. "We just paint a portrait."

The end result has all the subtlety of Miller's original vision. "I'm proud to be in a movie this great," Tatum says. "Bennett is a master filmmaker. But it wasn't an easy movie to make. Bennett doesn't have a set [where] you joke around. He keeps it quiet and intimate and charged."

Du Pont's relationship with Mark Schultz is a snarl of envy, revulsion and repressed homoerotic lust; accordingly, on-set camaraderie was limited, maintaining a strained vibe between Tatum and Carell. "We weren't in character all the time, but we didn't hang out off-screen," Tatum says. "We carried the energy of our relationship around with us."

With Ruffalo, Tatum cultivated a closeness that buoyed him through a challenging production, in large part due to their physical scenes together. "You can't fake wrestling," Tatum says. "You can't fake hitting the mat together. It's very intimate. You're close. It's a language with each other. You become aware, after a repetitive activity together, of where the person is all the time."

There was great intimacy too between Tatum and the real Mark Schultz, who went on from his Olympic gold to win two world championships and be inducted into the National Wrestling Hall of Fame. (Schultz's autobiography, also titled *Foxcatcher*, is out Nov. 18.) They spent a week together before production began, to which Tatum credits the specificity of his performance. "How I walk in the movie is Mark," Tatum says. "That's not me making some actor choice. I tried to mimic the way he walks—the way he holds his fork." Because Schultz was so deeply withdrawn, Tatum is too. "He was like, 'I wanted to be a caveman. I wanted to be terrifying to people. I didn't want people to be my friend.'"



*Foxcatcher* opens in New York City and Los Angeles on Nov. 14 before slowly rolling out across the U.S. through Christmas, making it a well-timed awards contender. It's earned Oscar buzz for all three actors, as well as for Miller, who took home the Best Director prize at Cannes—the first American director to win at the French film festival in seven years. The conversation around Carell has been particularly strong, catalyzed by his striking physical transformation.

Tatum is less focused on the film's reception than he is on the ties he forged during the production and the time he spent with Mark Schultz hearing his stories. "To have made the connections, creatively and emotionally, with the people that were on this movie—it's everything," he says. "The experience was unique." It might sound trite, but he's completely sincere.

Which is the exact quality that made Miller certain that Tatum was right to take a dramatic turn in a demanding film. "That innocence and sweetness is something that the real Mark Schultz has also," Miller says. "The core of the character, Channing is especially well suited to play."

To Tatum, the most important thing was doing justice to Schultz's story. "I'm more proud that I did something that mattered that much than I am about how good the movie turned out," he says. "No one else will have the relationship that I have with Mark Schultz. I get to put that on my mantle."

If Tatum bonded with Schultz while making *Foxcatcher*, he thinks of his *Magic Mike* co-stars as brothers after wrapping production on *Magic Mike XXL* in Georgia this month. "Those guys are so much fun. They're the whole reason why I wanted to make a second one," Tatum says of the cast, which includes Joe Manganiello, Matt Bomer and Alex Pettyfer, all reprising their roles from the first film. (Matthew McConaughey is not returning.) For this installment, Tatum co-wrote the film in addition to producing, making him more invested than ever.

"Hopefully you're going to care about these guys, and then get to see a lot of ridiculous nakedness and stupidity," Tatum says. "We got Joe Manganiello naked as much as possible. Everyone in the world: you're welcome." ■

As a would-be mentor, Carell, left, beguiles Tatum in *Foxcatcher*



#### MOVIE REVIEW

## Mat Madness. Tatum scores a reversal

By Richard Corliss

Wrestling is the most elemental of sports: one man grappling another in intimate combat. It follows that *Foxcatcher* is an investigation of men less comfortable in speaking than in expressing themselves through physical activity that can turn violent. These atavistic impulses start simmering when Mark (Channing Tatum) and Dave Schultz (Mark Ruffalo), the only brothers in U.S. amateur wrestling history to have won both Olympic and world championships, sign up with Team Foxcatcher, run by John Eleuthère du Pont (Steve Carell), heir to the gunpowder and chemicals fortune. Soon they will explode.

Director Bennett Miller's third feature blends the themes of his previous films: the complementary psyches of killer and journalist in *Capote* and sports as a nexus of genius and roughhouse in *Moneyball*. The difference is in *Foxcatcher*'s strange, bold muteness. Philip Seymour Hoffman's Truman Capote was profligately articulate; Brad Pitt's baseball executive communicated clearly in words, stats and caroming body English. The *Foxcatcher* men have no such eloquence; Miller describes their discourse as "repressed male noncommunication."

Du Pont may have been bred to reticence; raising one's voice on the Foxcatcher estate was simply not done. As for the Schultzes, they express their fury, grudges and superb skills on the mat. A marvelous early scene shows Dave leading his younger brother in a warm-up exercise—a stark ballet of embraces, pats, grips and flips that eventually draws blood. Beautifully choreographed, and revealing emotional vectors that the rest of the movie withholds, the sequence is equally a fraternal tussle, a grudge match and a love match.

John wants into that circle. An accomplished ornithologist, he chafes in the

imperious shadow of his mother (Vanessa Redgrave) and all the trophies and ribbons she has amassed as an equestrienne. John considers horses "dumb"; his mother calls wrestling "low." Eager to show his mettle, he founds Team Foxcatcher—his own stable, with manflesh replacing horseflesh—and collects wrestlers dependent on his largesse.

Even in his comedy roles—*The Office*, *The 40-Year-Old Virgin* and the *Despicable Me* animated franchise—Carell projects a melancholy suitability for lovable losers and, here, a lonely aristocrat. In a delicate, creepy turn that is only occasionally upstaged by the gigantic prosthetic nose he wears, Carell plays John as gray and graceless, an inert entity. John has repressed so many of his family anxieties, as well as his urges to watch muscular men wrestle for his pleasure, that by the middle of the film he is emotionally dead. He may need to kill someone just to prove to himself that he's still alive.

Ruffalo is fine as Dave, the one major character at ease in his own skin and with others. But Tatum's is the central performance: most daring because it's least giving. He has often played young men of thick athleticism and slow wit. It's proof of Tatum's intelligence that he can make the audience feel smarter than the characters he plays—until they reveal a sly brilliance halfway through the movie. His Mark never makes that Mensa leap. A gentle galoot, he is so lacking in introspection that he seems not to understand the resentment he's supposed to feel at being John's pawn.

*Foxcatcher* acutely observes the collision of these men—strong in some ways, weak or disturbed in others—without explaining them or the violent act that tears them apart. Even at the end of this potent, perplexing work, the mystery lingers.

# Art

## Cartoons of Calamity. Keith Haring's social conscience comes into focus in a new exhibit

By Richard Lacayo

IN THE LATE 1970S, NEW YORK CITY SUBWAY stations were full of advertising panels covered in black paper to hide expired ads. Not many people noticed them until about 1980, when they abruptly sprouted a guerrilla-art campaign. Somebody began using them as blackboards to make chalk drawings, scenes from a manic universe of crawling babies, barking dogs, flying saucers, belligerent robots and everyman figures as bouncy as cheerleaders but as faceless as cut-paper dolls.

The drawings were anonymous at first, urban folk art in the dark forest of the transit system, but eventually their author went public. Keith Haring was a 22-year-old art student when he started making them, laying down fast lines in the minutes after one train left the station and before the next pulled in. (Or until a transit cop turned up: he was ticketed frequently and arrested more than once.) From 1980 to 1985 he made somewhere between 5,000 and 10,000 of those images. To repeat: 5,000 to 10,000. At the height of his output, riding the subway was like touring a Haring museum on a go-cart.

But unlike the work of graffiti taggers, the guys who spray-painted their street names in big letters, Haring's subway pictures weren't homages to himself. They were witty notes from underground, full of apprehension and apocalyptic fantasies, executed in imagery adapted from science fiction and comic books but distilled into an enigmatic language of signs. Haring surmised early that his doodleverse had potential as political art. Eventually he would produce hundreds of murals, paintings, carvings and posters to point the finger—and to give it—to apartheid, nuclear weapons, environmental degradation and Reagan-era inaction against AIDS, the epidemic that would claim his life in 1990, when he was just 31.

There's a nicely radioactive haul of that work in "Keith Haring: The Political Line," a show that runs through Feb. 16 at the de Young Museum in San Francisco. In the years since his death, Haring has become overdefined by his merchandise, the T-shirts and coffee mugs and such sold at the Pop Shop he opened in SoHo in 1986, which survives today as an online store. The best work in the de Young show, organized by Dieter Buchhart with Julian Cox, is a reminder that Haring could be a tougher and more credible artist than the all

too ingratiating Popster he also was, somebody more than just king of refrigerator magnets.

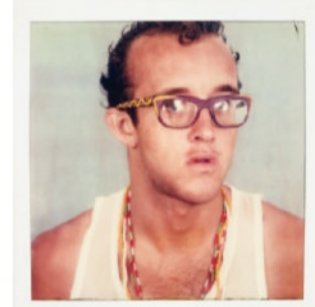
Pop art demonstrated that comic strips and other populist forms could be source material for high art. Haring showed they could also be put to polemical ends, to serve the purposes of protest. Though he pushed his pictures into a visual language beyond graffiti, part of their appeal is that they never deny their origins, and their family resemblance to street art is a political statement in itself. He also realized that his Pop hieroglyphs worked best to channel generic and eternal anxieties about oppression—a featureless brute clubbing a featureless victim—not to construct scenes full of contemporary detail, as Mexican muralists like Diego Rivera once did. So a typical Haring was three yellow dogs trampling a hapless crowd against a backdrop of ominous calligraphy. These days there's an echo of Haring's ambiguous, all-purpose resistance imagery in Shepard Fairey's OBEY stickers, a lot of what Banksy does and the Guy Fawkes masks that migrated from Alan Moore's graphic novel *V for Vendetta* to the protesters of Occupy Wall Street.

Haring's art shares a disadvantage with Roy Lichtenstein's comics-derived Pop: you can think you know all you need to know about it from reproductions. Not so. His larger works have a retinal charge that announces itself only when you're standing face to face with them. And he plainly got ideas from the all-over compositions of the Abstract Expressionists, so that in many of his biggest paintings—unframed canvases or vinyl tarps hitched to the wall by hooks or screws—hectic doings push into every corner and the eye bumps and slaloms from one to the next. The best Harings are pulsing fields.

We won't really know how enduring his work will be until the generation for whom it's steeped in nostalgia—guilty as charged—has passed from the scene. For now it's hard to look at a roomful of Harings, no matter how political, without hearing Blondie trill "Heart of Glass." Among artists who also drew on childlike or cartoon imagery, Haring never arrived at anything like the imaginative bandwidth and emotional nuance of Philip Guston or Paul Klee. Maybe he didn't have time. But in the time he had, he took the doodle to places you would not have thought it could go. ■



► *Untitled, Jan. 16, 1982; like the Abstract Expressionists with their all-over canvases, Haring learned to activate his pictures across the entire field*

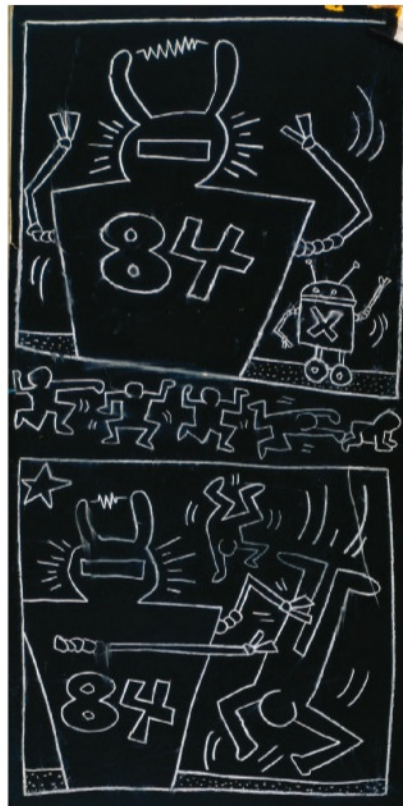


▲ Haring in 1980–81; his politics were heartfelt, and much of his work dealt with racism, greed, environmentalism and AIDS





▼  
*Untitled (Subway Drawing)*, 1984; a semicomical allegory of oppression, executed as a sci-fi cartoon



▼  
*Untitled*, 1983; the best of Haring's big canvases have an optical charge that reproductions only hint at





# Books



## Full Stop. When great writers decide to retire, readers feel the void

By Daniel D'Addario

MICHEL FABER'S LAST NOVEL, *THE CRIMSON Petal and the White*, was an unexpected smash hit. Twelve years later, he's finally got a new one, but it comes with a caveat: that it will be his last. Faber recently announced that *The Book of Strange New Things*, his just-released sci-fi romance, is the end of the line—despite the fact that it's bringing him the sort of critical praise (and steady sales) that spur most writers on. Faber is only 54, and *Strange New Things* is only his third full-length novel; according to my writerly actuarial table, he could have many more books in him.

For other types of public figures walking away from the source of their fame, the question of what comes next may

be treated lightly. A retired athlete can become a sportscaster or investor; the TV actor whose hit show comes to an end can mull over movie scripts. But when a writer retires, it feels, somehow, different: writing novels is less a job one can leave than proof that one sees the world in a certain way. There's something that seems illogical about a writer declaring he or she is done. Where, then, do all of the observations channeled into metaphor go?

Each year, though, seems to deliver major writers ready to say goodbye to their art. Consider Philip Roth, whose readers hold out hope for another volume despite his claim that 2010's *Nemesis* was it. Or Alice Munro, who said last year that

she was through. Faber's declaration happened to coincide with the death of his wife this summer. In *Strange New Things* his late wife's cancer was the inspiration for a story about a married couple quite literally worlds apart. As the husband, employed by a mysterious interplanetary corporation, acts as missionary to an alien race, the wife struggles to survive a coming apocalypse.

Having told a story of human mortality through the lens of his own wife's ultimate death, perhaps Faber feels there is nothing left to write. Yet Faber's fans, fellow authors and even his publisher have expressed hope that he will change his mind and, like a literary-world Garth

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Brooks, eventually unretire.

Why can't we take Faber at his word? Part of it is specific to Faber's case, certainly. After years of seclusion following *The Crimson Petal*, which sold half a million copies, he's on the brink of global fame. His first novel, *Under the Skin* (2000), was adapted into a Scarlett Johansson film this year, and *Strange New Things* is a literary leap forward. Faber has spent his career laboring over three perfectly wrought novels; for him to say he'll never bestow another upon us is an unsatisfying plot development. (NB: His cease-work claim is specific to novels; he may yet produce poetry and short fiction, he has said.)

Writers who announce their retirement are usually much older than Faber and have reaped more acclaim for their work—which they have produced more of. Roth said he was done when he was 79 and 27 novels deep; Munro did so at 81, a few months before winning a Nobel for a career that includes 14 short-story collections (a book of collected stories, *Family Furnishings*, is also out this month). Jim Crace, the English novelist who has said his most recent novel is his last, is a relatively spry 68 and slender in oeuvre, with 13 books. South African Nadine Gordimer said farewell to fiction writing at 90, claiming she was too disillusioned to go on. (She died three months later.)

Writing may take a relatively minor toll on the body, but it's hardly easy to keep it up for a lifetime. Munro told a reporter, "I don't have the energy anymore." Roth left a Post-it on his computer reading, "The struggle with writing is over." And one need only look at Harper Lee or J.D. Salinger,

both of whom retreated into seclusion following their touches with stardom, to see just how existentially taxing the process of writing—and being read—can be.

But as human as it may be for Faber to have made his decision, it's human of us to want more. The serious novelist's job, or one of them, at least, is to stare down the hole and report back. They're beacons at the darker corners of human nature, and our readership comes with an understanding that they won't willingly extinguish the light.

If other authors are any indication, we have reason to hope Faber will return. Kurt Vonnegut said *Timequake* was to be his last, and then went on to produce several volumes of short stories and essays. Munro has waffled. In 2002, Stephen King announced that he was walking away from his horror show. He had been hit by a car and nearly killed in 1999, and the subsequent pain, he has said, has been close to unbearable. But King barely slowed down, publishing three *Dark Tower* novels in 2003 and 2004 and 12 more novels since. His second book this year, *Revival*, about a small-town preacher who turns against God, comes out this month; another book is due in June 2015.

Perhaps Faber will be inspired to write again or will simply miss the outlet of the novel. But for readers, yearning is perhaps more satisfying than gratification; whether Faber's new novel is his last or not, the process of slowly savoring it lends it a particular poignancy.

*The Book of Strange New Things* is, after all, about mortality. That he's delivered it with such finality emphasizes the point.

#### THAT'S ALL SHE WROTE



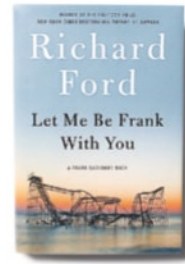
**ALICE MUNRO**

The queen of the short story walked away from writing in 2013—just before winning a Nobel—but has said she often has second thoughts: "Now and then I get an idea."



**PHILIP ROTH**

The *Portnoy's Complaint* novelist has been more decisive, conserving his writerly energies for conversations with his biographer, Blake Bailey.



## Frank Talk. Richard Ford revisits his favorite character

By Richard Lacayo

FRANK BASCOMBE IS TO RICHARD FORD as Rabbit Angstrom was to John Updike: a character the author checks in on every few years, one whose wary sensibilities keep him attuned to shifts in America's psychic winds. *Let Me Be Frank With You*—the title is a groaner, but it suits the man's existential dilemmas—is the fourth in a series that began in 1986 with *The Sportswriter*. A quartet of stories set around Christmas 2012 (each Bascombe volume co-opts a holiday), amid the physical and emotional debris of Hurricane Sandy, it's an estimable book—wise, funny and superbly attentive to the world. If this is the last of Bascombe, it's an honorable end.

Bascombe is now a retired New Jersey real estate agent, mostly healthy but mindful that at 68 his life is a process of "gradual subtraction," purging words from his vocabulary, cooling to his two grown children, paring his circle of friends. Each story pivots on an encounter between him and some intruder on his hard-won equanimity, including the guy who bought his (now obliterated) beach house, a courtly black woman who turns up at his door to impart a secret he'd rather not know, and his acidic ex-wife, now struggling with Parkinson's disease.

When he's not fending off the world, Bascombe is gingerly calibrating dealings with his wife Sally, a grief counselor ministering to the storm-smacked locals. He thinks a lot about the Shore. That's the Jersey Shore, always capitalized, but also the mortal one, because he knows that he's standing not far from its edge and that old age is largely a matter of how you keep your footing there. It's wonderfully sad and funny to watch him try.





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# Pop Chart

LOVE IT

▲ London's Heathrow Airport installed a "scent globe" so travelers can get a whiff of different destinations—like coconut for Thailand and coffee for Brazil.

▲ Netflix announced that it would turn Lemony Snicket's beloved A Series of Unfortunate Events books into a TV show.



▲ Entertainment Weekly's annual reunion issue featured the casts of Mean Girls and Ghostbusters.



▲ Rihanna went on an Instagram spree at the White House, where she posed as Scandal's Olivia Pope.



VERBATIM

'It felt like  
*The Hunger Games* ... People are critiquing and judging, cheering for more.'

**GABRIELLE UNION**, actress, opening up in an essay for *Cosmopolitan* about how she felt after her intimate photos were leaked online—as part of the recent Hollywood hacking scandal—the day after her wedding

## THE DIGITS

**\$80,900**

Fine that Justin Bieber paid his former neighbors after egging their house in January; the money covered the damage to their Los Angeles-area home



**TOON IN** Japan's anime cartoons may sometimes look like lowbrow kids' entertainment, but as the artist Mr. (born Masakatsu Iwamoto) shows with paintings like *Three Best Friends* (2010), above, they can be fine art too. See Mr.'s first U.S. retrospective at the Asian Art Museum in Seattle from Nov. 22 to April 5.

## QUICK TALK

## Fergie

The 39-year-old Black Eyed Peas star is back with a new solo single, "L.A. Love (La La)," a new album (coming next year) and a new role working with the Hetrick-Martin Institute, which offers a variety of services to at-risk LGBTQ youth. ("It's important to address this group," she says.) Here, the singer talks with TIME. —NOLAN FEENEY

**You coined several new phrases—including Fergalicious—on your last album, *The Dutchess*, which came out in 2006. What's on deck for this one, due early next year?** You'll have to wait and see. I don't like to talk about my music before you hear it. It's just not my style. But I can talk about "L.A. Love"! **Then let's do that!**

When I say the lyric "Just got to New York like a Net on a jet," a lot of people didn't realize I'm talking about the [Brooklyn Nets] basketball team. It's not, like, a girl named Annette.

**Does that happen a lot?**

**People mishearing your lyrics?** Yeah. In "Big Girls Don't Cry," I was going back to when I was a little girl, and I say, "We'll play jacks and Uno cards."

You know, jacks with the ball and those little metallic toy items that you throw? It's a vintage game. **I am familiar.** A lot of people thought I was saying, "We'll play Jackson Uno cards," like some friend named Jackson! **Some critics have said that "L.A. Love" sounds like Iggy Azalea's "Fancy" because of its singsongy rap style, which you popularized in the mid-2000s.**

**What do you make of that?** I think it is quite the compliment. I love girls stepping outside of the box and doing something that's unexpected of them. That's what I'm all about.

“  
ON MY  
RADAR

► **Sons of Anarchy**

"It's really hardcore this last season."

► **Anthony Bourdain: Parts Unknown**

"I cook while I watch and pretend I'm making what he's eating."





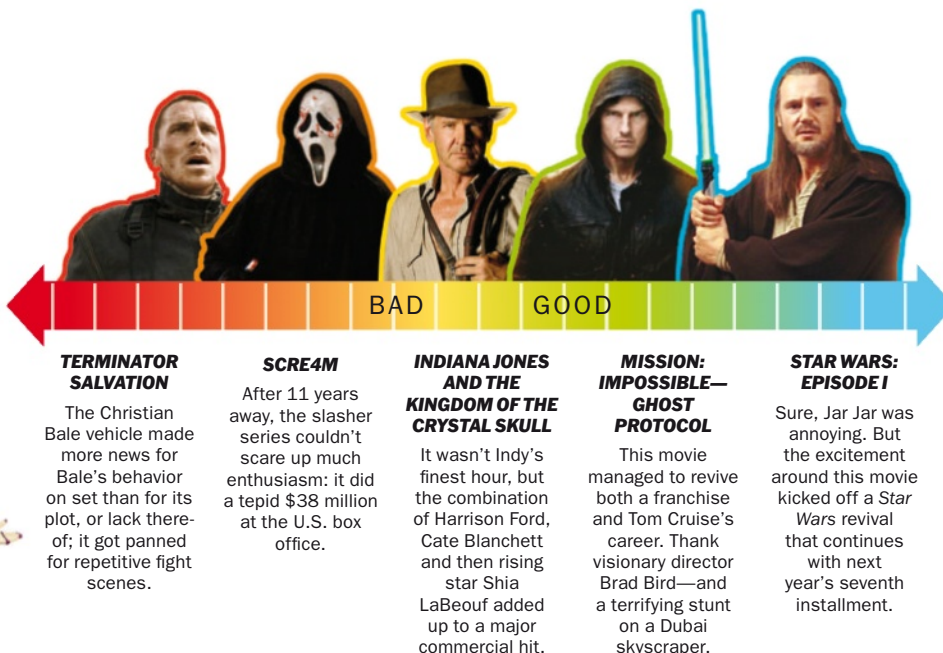


**LEG WORK** No one shot shoes quite like French photographer Guy Bourdin, whose footwear campaigns for Charles Jourdan received a lot of attention in the 1970s—and not always the good kind. The ads, which often featured disembodied women's legs (as above) or women's legs in positions suggestive of sexual violence (one image shows three tied to a train track), were viewed as both sexist and groundbreaking. See Bourdin's work at London's Somerset House from Nov. 27 to March 15.

## ROUNDUP

### Fantastic Fourquels?

When Disney announced that *Toy Story* would return for a fourth chapter in 2017, fans were equal parts elated and concerned. The fourquel, after all, is historically tricky territory; even with a good director (John Lasseter is back for *Toy Story 4*), it's hard to up the ante again and again. Here's how some have fared:



LEAVE IT



▼ A woman won gold in a national baking competition by making a **life-size Jennifer Lawrence cake**.

▼ Toy company Herobuilders.com started selling an **Ebola-free nurse doll** that some say bears a striking resemblance to real-life Ebola-free nurse Kaci Hickox.



▼ Pepsi is testing **Doritos-flavored Mountain Dew**.

▼ *Kill Bill* director **Quentin Tarantino** **revealed plans to retire** after directing his next movie.

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# Down the Road

Giving your headlights a fresh look could boost your safety—and stretch your dollars.

**W**HEN WAS THE LAST TIME you looked at your car's headlights? Sure, you look *with* them all the time, but as automotive safety tools, they tend to be taken for granted. We keep tabs on oil levels, tire wear and even windshield cleanliness—or at least we should—but we usually don't notice our headlights until one burns out.

At that point, of course, you have literally *half* of your nighttime visibility until you can get things fixed, which might be days or even weeks. At the same time, says Alan Barlow, an SVP and general manager at lighting leader Osram Sylvania, headlight strength and brightness tend to degrade over time, by up to 20%. "For thousands of miles leading up to the time your headlight fails, your headlight effectiveness could be significantly compromised," Barlow says. "Unfortunately, most consumers don't realize this."

The impact of this dimming could be worse than you think. According to the

National Highway Traffic Safety Administration, it takes a vehicle going 55 mph approximately 265 feet to stop, and you must hit the brakes within one to 1.5 seconds of seeing an obstacle in order to avoid it. At night, every extra inch of visibility matters.

## GOOD TIME TO SWAP

Responsibility for this chronic oversight falls squarely on a driver's shoulders, as carmakers rarely prescribe headlight assessment and proactive replacement as part of their routine maintenance checklists. With winter approaching and darkness filling our days, now is a good time to swap out your dim bulbs for a fresh set.

Here's something else you probably didn't know about your headlights: You have options, including upgrades to your factory-installed lights that will improve visibility, reduce eyestrain and improve your overall confidence while driving at night. One option—the Sylvania SilverStar® ULTRA—is a halogen replacement bulb that Barlow says is the company's brightest downroad headlight. More downroad visibility and whiter light helps increase the clarity and contrast of objects on or near the road.

While you're having your bulbs changed, make sure your mechanic confirms that your headlights are aimed properly; highway knocks and bumps can cause your headlights' aim and alignment to gradually suffer. Also, check to see how clear your lenses are, as exposure to sunlight can cause plastic to yellow over time, diminishing the amount and quality of light that's making it through.

To make sure your visibility isn't compromised, buy a headlight restoration kit at any automotive supply store. With just a little bit of time and elbow grease, your headlights will look almost as clear and transparent as the day the car left the dealer. As with all these changes, you'll see better and feel a whole lot better. ●

For more about lights, visit [sylvania.com/auto](http://sylvania.com/auto), where you'll also find first-hand videos of people who've benefited most from high-performance automotive lighting. "The Light Shift™" profiles include road workers, police officers, NASCAR® hauler drivers and more.





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**SYLVANIA**

# Kristin van Ogtrop

## The Unhackables

We all love a great efficiency hack, but for the important things, shortcuts are a waste of time



WHO DOESN'T LOVE A GOOD life hack? Whether you're storing Christmas ornaments (hack: use empty egg cartons), opening clamshell packaging (it's easy with a can opener) or organizing plastic grocery bags (stuff them into an empty paper-towel roll), somewhere there's a shortcut or trick you can use to make your life easier and prove your cleverness to yourself and the rest of the YouTube-viewing world.

Our life-hacking obsession has grown from a passive enjoyment of the TV show *MacGyver* to an entire, very active industry with websites and books and apps galore. At this moment, someone somewhere is hacking something, and I don't mean in the cloud where all your data is securely (ha!) stored. I mean that in an average kitchen or bathroom or basement or garage, some enterprising citizen of this glorious nation is proving her resourcefulness, saving money and flaunting her ingenuity like there's no tomorrow. If MacGyver could see her, he'd weep with joy.

### So life hacks are great, right? Right!

Until they're not. Just ask bacon. Bacon was perfect until the past decade, when some foodie marketer decided it should be trendy and our enthusiasm for it overtook all rational thought. And then manufacturers began to add bacon to beer and toothpaste and condoms and vodka, and suddenly there was chocolate bacon cheesecake, which I actually paid cold hard cash for last month, and when I took one bite, I thought, O.K., that's it, we're all going to hell. Bacon, poor bacon, is proof that if you love something you must set it free—that is, before you add it to chocolate cheesecake.

And so it is with life hacks, because now software engineers are trying to convince us that everything is hackable. To wit: next month a Silicon Valley investor/marketing dude named Dave Asprey is

publishing a book called *The Bulletproof Diet: Lose Up to a Pound a Day, Reclaim Energy and Focus, Upgrade Your Life*, in which he describes “hacking his biology.”

You may know Asprey from his Bulletproof Coffee or from his blog, which exhorts us all to “Search. Discover. Dominate.” (First step: skip breakfast in favor of a bizarre, sludgy cup of strong coffee mixed with grass-fed, unsalted butter and Brain Octane™ oil, which you can conveniently buy, along with the coffee, at [bulletproofexec.com](http://bulletproofexec.com).) Anyway, Asprey claims he lost 100 lb. and gained 20 IQ points with his Bulletproof Diet, and now he wants the rest of us to hack our biology



and follow his excellent example. All I have to say is that if gaining 20 IQ points requires drinking coffee with butter in it, I'd rather be dumb.

I have no doubt that Asprey is quite smart, and certainly he's an excellent marketer (think Timothy Ferriss meets Tony Robbins), but let's take a lesson from the ruination of bacon. Just because you can add bacon to chocolate cheesecake doesn't mean it's a good idea. And there are things in life that, even if they can be hacked, shouldn't be.

For example, you should not hurry your lacrosse-obsessed 7-year-old son's long, digressive, boring plot summary of the movie *Crooked Arrows*, as much as you're dying to check your email. He sees that phone in your hand and is really hoping you don't look at it. Never mind

that you have watched *Crooked Arrows* with him at least four times and could yourself recite the plot even while under general anesthesia. Don't hack your interest in your child's interest. Bad parenting, bad karma.

**You should not hack a conversation with your teenager about drugs, drunk driving, unprotected sex or crazy people on the Internet.**

Don't hack the conversation you have with your parents about what life was like for them when they were your age. (Or their estate planning, medical history and DNR orders. Just saying; you'll want to give these items full consideration.)

Don't hack taking a walk with your arthritic 11-year-old Labrador, whose time on this planet is coming to a close. Speaking from experience here.

Don't try to hack bulb planting, pruning perennials, plucking your eyebrows, making a cake from scratch, sewing on a button, composing an email to your boss or writing a speech that you must deliver at a wedding, retirement party, graduation or funeral. For all these activities, there is no way insufficient effort will produce optimal results. Or to put it in engineering terms, “garbage in, garbage out.”

Which brings us back to today's hackathon. Although I have no interest in hacking my biology, there's one thing Asprey and I agree on. You can hack breakfast. But I would not do it by drinking coffee with butter and Brain Octane™ oil. I would hack breakfast with a piece of avocado toast. Yes, avocado toast has taken the nation by storm. And when we see avocado toast in a box of chocolate cheesecake—well, then we'll know we've gone too far. ■

*Van Ogtrop is the editor of REAL SIMPLE and author of Just Let Me Lie Down: Necessary Terms for the Half-Insane Working Mom*



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# 10 Questions



The "him" in Deschanel's band She & Him is celebrated indie songwriter M. Ward

## New Girl's **Zooey Deschanel** explains her penchant for old pop and how she overcame the mean girls

**Your band She & Him is releasing a covers album, *Classics*, on Dec. 2. What attracts you to standards?**

That was how I started out—it's actually how I learned to write music. I had a cabaret act, and I transposed all the music and I would play through all these Gershwin and Cole Porter songs. I learned so much about song structure, and it was really such a great education.

**Loretta Lynn wants you to play her in a Broadway version of *Coal Miner's Daughter*. Is she a role model for you?**

She's a little firecracker. She's so true to herself, and I try to use that as a guide. It's easy when you're in the public eye to become overly aware of what other people think you should do and shouldn't do. It's too many notes.

**Your show *New Girl* had its love interests get together and break up, and the show came back stronger than ever. Why did that work so well?**

*The Office* was great, and I'm sure they would have survived if Jim and Pam had broken up. But in *New Girl*, the crux of the show was, there were these people who hadn't figured it out. If they figured it out, then there really is no show. It's a more modern idea of romance—the romance is between the friends.

**What are the challenges of telling a love story on TV?**

When these people are just dating, the idea is to throw them with lots of people. It looks like they're dating at a speed no normal human being dates. There's some suspension of disbelief.

**Do you agree with critics who say the romantic comedy is dying in film but finding new life on television?**

I don't know if it's dying in film—it's in need of a reinvention. It's such a narrow genre because it basically involves the same thing happening every time. The romantic comedy is an evolution of the screwball comedy from the 1930s, but the screwball comedy had a broader range of topics. To surprise people, you need to keep changing things up.

**You said that you feel like an outsider in Hollywood. Do you still feel like that?**

One hundred percent. Feeling like an outsider is part of my nature, and it's what makes me who I am, so I think I'll find a way to make myself feel like an outsider no matter what situation I'm in.

**You dropped out of Northwestern University your freshman year after being cast in *Almost Famous*. Do you ever miss college?**

There were areas I would have liked to explore academically, but I had my own education growing up and doing



movies. I read a lot. I try to teach myself anything I want to learn. I would have liked to finish, but I would have missed a ton of opportunities.

**You co-founded the women's lifestyle site HelloGiggles. What void did it fill online?**

When we started four years ago, there weren't a lot of positive women's communities. We put in a ton of checks and balances at the beginning to avoid people ever saying anything mean about each other. It's strange because a lot of people are like, You can't change human nature—people are inherently negative. I don't think that's true. If you expect the best of people, they'll step up.

**Last year you spoke out about why embracing femininity didn't make you any less of a feminist. What inspired you?**

There was a moment in the mid-2000s when a lot of the women in the public eye weren't saying they were feminists, and that [bothered] me. It was stigmatized. That's why being attacked for being feminine really ticked me off, because why can't you be feminine and a feminist at the same time? It shouldn't matter what I look like.

**Would you play a superhero?**  
Yeah! I'm not against it at all. I like those movies. I think it has to be the right type—it has to have a sense of humor.

—NOLAN FEENEY



Started my Camry.  
Wanted tacos for lunch.  
Crossed down into Baja.  
Joined a soccer game.  
Lost my passport to a seagull.  
Hitched a ride on a cargo ship.  
Got boarded by pirates.  
Freed some livestock.  
Retook the ship.  
They were really good tacos.

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Go  
Places






# WHY A BANK SHOULD CARE ABOUT A RIDE TO WORK

Panama City's growth has been fast, but success has made commutes slow. To alleviate congestion, the Government of Panama made building a mass transit system a priority. Citi, with a history in the country dating back to funding the Panama Canal, worked with government leaders to arrange financing for the Panama Metro project. The end result: Better access to jobs and healthcare services, as well as reduced greenhouse gas emissions.

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